

ADMIRAL TURNER'S SPEECH FILES  
20 NOVEMBER 1973

MANAGEMENT (Pogo slides, etc.), by  
STANSFIELD TURNER

**Navy Declassification/Release Instructions on File**

11/19/73

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SLIDE 1L POGO

FLIPS 1, 2, 3 WHAT IS VALUE OF ANALYSIS? - 4, 0, 56, 112, 8

SLIDE 2L KEEP IN MIND OBJECTIVE OF COURSE IS MANAGERS

SLIDE 3L ELEMENTS OF MANAGEMENT

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

FLIP 1 CONFUSION IN TERMS "SYSTEMS ANALYSIS" AND

QUANTIFIED ANALYSIS - ONLY A PART (FLIP 1)

EVEN HERE JUDGMENT A PART

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SLIDE 4R

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ELABORATE ON QUANTIFICATION

1. COSTS - TOO FREQUENTLY ASSUMED VERIFIABLE, EXACT,  
JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

A/C

SLIDE 5R

2. BENEFITS - MORE COMPLEX

PAY OFFS JUDGEMENTS ALSO - E.G. BOMBING HO CH MINH  
TRAIL (TRUCKS, TONS, REPAIRS)

MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

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SLIDE 6R      ANOTHER WAY LOOK AT CONFLICT

HERE ON DISCUSS SPECIFICS OF MANAGEMENT IN NAVY BUDGET TERMS

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

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SLIDE 8R            OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1.            INPUTS - BARONS & CZARS

                      OUTPUTS - NO ONE RESPONSIBLE -

                      ALL HAVE A HAND

                      SOB'S TEND VIEW IN THESE TERMS

FLIP 2.            PRESIDENT

SLIDE 10 L        ARMY INPUT ORGANIZATION

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SLIDE 3 L

WHY ORGANIZATION IMPORTANT? BACK TO PROCESS

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INCENTIVES - INPUT ORIENTED

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

OBJECTIVES STATED

EXPLICIT CRITERIA

SHOW ALTERNATIVES

FLIP 3

WHY MANAGER KNOWS RESULT

(ON 8R)

P-3

R&D

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WHAT MEAN FOR YOU

BETTER BE PREPARED:

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

YOUR ROLE CAN BE:

OFFENSE

DEFENSE

SLIDE 3L OFF  
SLIDE 11R ON

BEST SOLUTION (WON'T BE GOOD UNLESS KNOW WHAT'S BEST)

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SLIDE 11R

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BUT DO NOT WANT 1 ANALYST - ALL HAVE BIASES - BLINDERS -  
NO RIGHT/WRONG ANALYSIS

SLIDE 3L

JUDGMENT

COST

BENEFITS

COMPETITION

PRODDING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

SLIDE 8R OFF

SLIDE 11R OFF

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SLIDE 12R

AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTS

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1. ALTERNATIVES - MUST BE CAREFUL
  - A. OBJECTIVES
    - DIFFERENT JUDGEMENTS
  - B. OTHER SERVICES - SEA CONTROL vs AIRLIFT

(ALWAYS HIDE THE

VERBOTEN

BALL - ALTERNATIVES) 2. STATE CRITERIA

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. EXPLICIT

NOT WAY GAME PLAYED

ASK FOR MORE THAN EXPECT

AGAIN

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1. OFFENSE - RECOGNIZE LIMITS

2. DEFENSE

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ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

(CONT'D)

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CONGRESS Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

POLITICAL FACTORS - MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC APPROACH - CONGRESS HAS  
OWN ANALYSTS -

WOOLSEY, O'DEEN

VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

FLIP 1

RETURN PROCESS

SLIDE 3L OFF Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 13R

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TECHNIQUES TO WATCH AS MANAGER

1. OBJECTIVES

ONES YOU SET

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

AHP SSN

2. ASSUMPTIONS

THREAT

P-3 - BEAR AIRCRAFT

3. SENSITIVITIES

ONE MOST VALUABLE CHECKS

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SLIDE 14L

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A.B.C. CASE            TREBLE COST VS 2 HITS

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THING UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS, ETC.

ETC.

NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -

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NEXT - HARDWARE - TACTICS

SLIDE 15L

<sup>MCM</sup>  
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NARAC-G

7. CONCLUSIONS

BE SUSPICIOUS

JUMP FROM ANALYSIS TO DECISION INVOLVES LOT  
JUDGEMENTS

TEST

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JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

NOT UNUSUAL

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

CO - DIVISION OFFICERS COUNSEL MEN

SELL

SQD CDR - J.O.'S TRAINED IN COUNTER INSURGENCY

IGNORE

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BASIC PRINCIPLE

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -

SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS

THEN BECOME ADOCATES AS TURN OUTWARD

DOES NOT MEAN PROSTITUTE ANALYSIS

MUST BE ABLE TO DEFEND

IF USING ON OFFENSE

MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE

11/29/73  
20

SLIDE 1L POGO

FLIPS 1, 2, 3 WHAT IS VALUE OF ANALYSIS? - 4, 0, 56, 112, ~~etc~~

SLIDE 2L KEEP IN MIND OBJECTIVE OF COURSE IS MANAGERS

SLIDE 3L ELEMENTS OF MANAGEMENT

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

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QUANTIFIED ANALYSIS - ONLY A PART (FLIP 1)

EVEN HERE JUDGMENT A PART

SLIDE 4R ELABORATE ON QUANTIFICATION

1. COSTS - TOO FREQUENTLY ASSUMED VERIFIABLE, EXACT,  
JUDGMENT GOOD PART  
DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

A/C

SLIDE 5R 2. BENEFITS - MORE COMPLEX*Even a gill*  
PAY OFFS JUDGEMENTS ALSO - E.G. BOMBING HO CH MINHTRAIL (TRUCKS, TONS, REPAIRS)*Judgment*  
MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

*Need to talk do systems  
analysts*

SLIDE 8R

ANOTHER WAY LOOK AT CONFLICT

HERE ON DISCUSS SPECIFICS OF MANAGEMENT IN NAVY BUDGET TERMS

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

3

SLIDE 8R

OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1.

INPUTS - BARONS & CZARS

OUTPUTS - NO ONE RESPONSIBLE -

ALL HAVE A HAND

SOB'S TEND VIEW IN THESE TERMS

FLIP 2.

PRESIDENT

SLIDE 10 L ARMY INPUT ORGANIZATION

4

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

OBJECTIVES STATED

EXPLICIT CRITERIA

SHOW ALTERNATIVES

FLIP 3

WHY MANAGER KNOWS RESULT

(ON 8R)

P-3

R&D

5

WHAT MEAN FOR YOU

BETTER BE PREPARED.

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

YOUR ROLE CAN BE

*Offense*

~~OFFENSE~~

~~DEFENSE~~

*Do analysis - Distort - No -*

1. BEST SOLUTION (WON'T BE GOOD UNLESS KNOW WHAT'S BEST)

2. *Don't get away*

6

SLIDE 3L OFF  
~~SLIDE 11L ON~~

NO RIGHT/WRONt ANALYSIS

SLIDE 3L

JUDGMENT

COST

BENEFITS

COMPETITION

PRODDING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

SLIDE 8R OFF

~~SLIDE 11R OFF~~*Alternatives**Essential problem**System - const of work**one solution**Decide top manager**Top man uses different decision making*

SLIDE 12R

AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTSOSD must think in1. ALTERNATIVES - MUST BE CAREFUL

A. OBJECTIVES

- DIFFERENT

JUDGEMENTS

eg.

B. OTHER SERVICES - SEA CONTROL VS AIRLIFT

(ALWAYS HIDE THE

BALL - ALTERNATIVES)

*VERBIDDEN* *Don't always show alternatives**Don't always show alternatives**antifair game rules*

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. EXPLICIT

NOT WAY GAME PLAYED

ASK FOR MORE THAN EXPECT

AGAIN

1. OFFENSE - RECOGNIZE LIMITS

*Defense*

ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

Paul Lins size Defense  
(CONT'D)

Be left more matter  
import for national economy than security  
DOD not been all about personal needs  
be exposed

CONGRESS

POLITICAL FACTORS -- MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC APPROACH - CONGRESS HAS

OWN ANALYSTS -

WOOLSEY ~~old~~  
ANALYSTS ~~both sides~~ confused - distorted -  
value ~~problems~~ set aside by  
AGAIN OFFENSE - DEFENSE  
ALSO - other considerations

MUST KNOW FIRST CHOICE TO SELECT 2ND

FLIP 1

RETURN PROCESS

SLIDE 3L OFF

*Don't forget*  
TECHNIQUES TO WATCH AS MANAGER - *Offense/defense*

1. OBJECTIVES

ONES YOU SET - *agree to*

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

~~AHP-SSN~~ *Sink s.s./deliver targets*

2. ASSUMPTIONS

THREAT

P-3 - BEAR AIRCRAFT

3. SENSITIVITIES

ONE MOST VALUABLE CHECKS

SLIDE 14L

A.B.C. CASE TREBLE COST VS 2 HITS

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THINK UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS,

ETC.

NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -

INSIGHTS WHERE WEAK POINTS ARE - WHAT WANT DEVELOP

NEXT - HARDWARE - TACTICS

12

*MCM*

~~7. CONCLUSIONS~~~~BE SUSPICIOUS~~~~JUMP FROM ANALYSIS TO DECISION INVOLVES LOT~~~~JUDGEMENTS~~~~TEST~~

~~Cross & plief complete situation  
lay open - espouse issues~~

13

*Slide 3L* JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

~~NOT UNUSUAL~~

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

CO - DIVISION OFFICERS COUNSEL MEN

SELL

*cold weather*

SQD CDR - J.O.'S TRAINED IN COUNTER INSURGENCY

IGNORE

*Z- ston  
Managers not excited about a  
lot of alternatives & contrary ideas  
floating about.*

14

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -

SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS

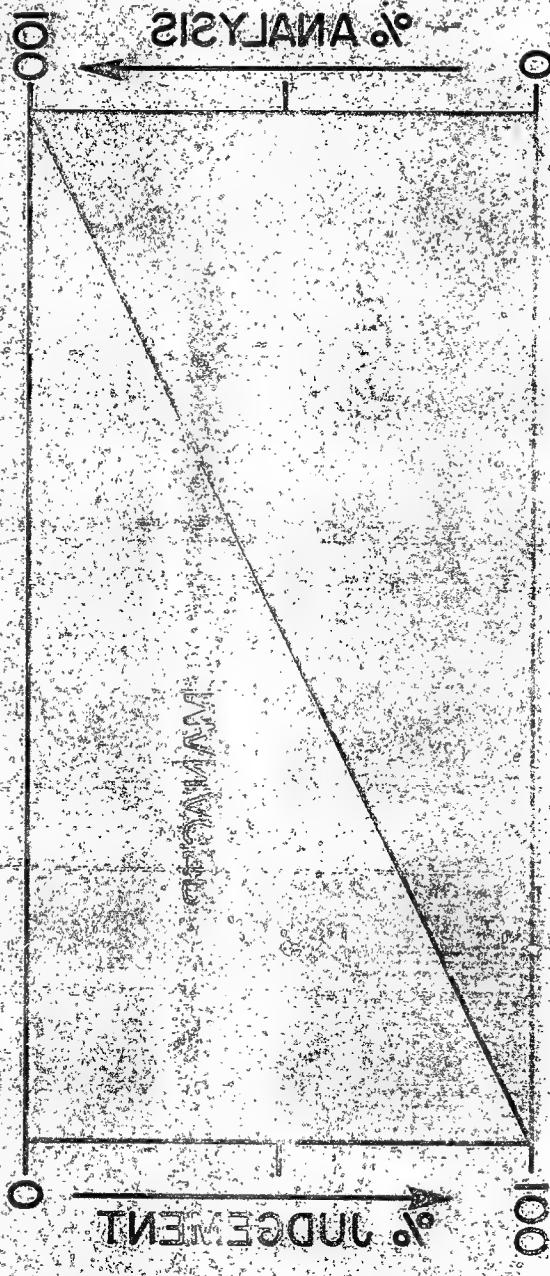
THEN BECOME ADOCATES AS TURN OUTWARD

DOES NOT MEAN PROSTITUTE ANALYSIS

MUST BE ABLE TO DEFEND

→ IF USING ON OFFENSE

MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE



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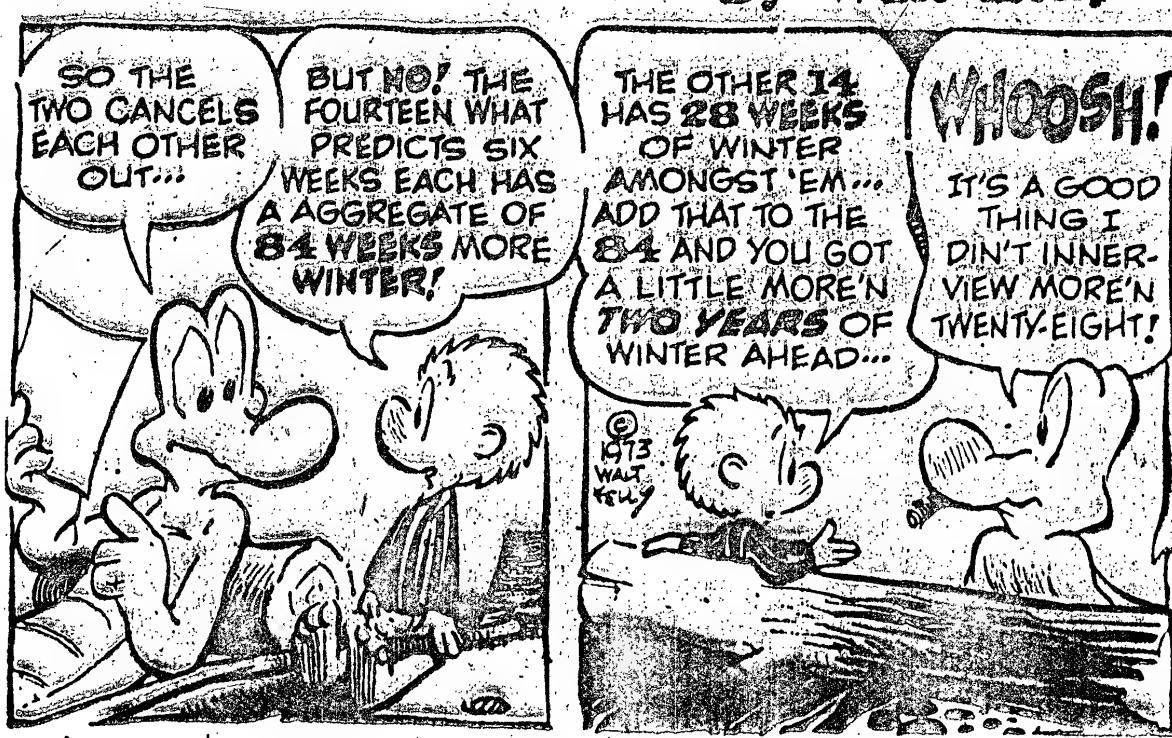


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By Wal



By Walt Kelly



**U.S. NAVAL WAR COLLEGE**  
**QUANTIFICATION OF COSTS**

**ITEMS TO INCLUDE ?**

**SUPPORT**

**R & D**

**TIME TO COVER ?**

**LIFE EXPECTANCY ?**

**WHICH ESTIMATES ?**

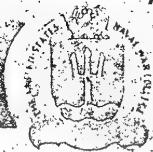
**CONTRACTOR**

**SERVICE**

**CAPABILITY ?**

**MULTI - PURPOSE SYSTEMS**

**NON-DOLLAR COSTS**



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## QUANTIFICATION OF BENEFITS

### BASIC APPROACHES

CIVILIANS - HYPOTHETICAL FUTURES  
ANALYSIS

MILITARY - PAST EXPERIENCE - INTUITION  
HUMAN FACTORS  
UNPREDICTABLE FACTORS

### PROBLEMS

PAY OFFS ?  
INCOMMENSURABLES -  
HUMAN LIFE  
SPEED  
PSYCHOLOGICAL IMPACT

## OPNAV ORGANIZATION

BARONS

AIRCRAFT

DESTROYERS/  
AMPHIBS

SUBS

SUPPLY  
FORCES

NUCLEAR  
DETERRENCE

CNO

SOB'S

STRATEGIC  
PLANS

PROGRAM  
PLANNING

CZARS

ASW/ASMD

R & D

MANPOWER

INTELLIGENCE/  
COMMUNICATIONS

TOMORROW

OR  
TODAY

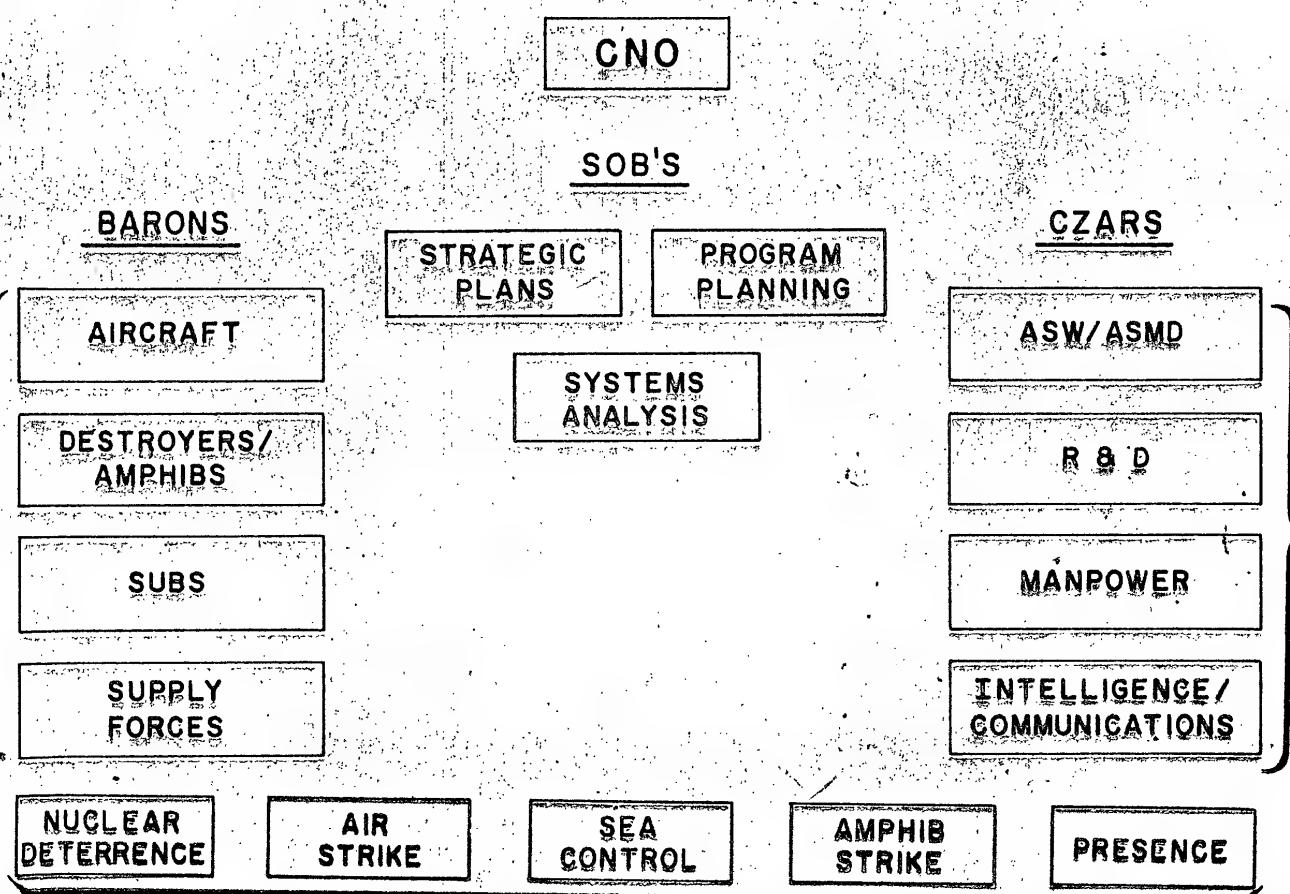
PRESENCE

INPUTS

INPUTS

OUTPUTS

## OPNAV ORGANIZATION



OUTPUTS

## OPNAV ORGANIZATION

CNO

SOB'S

BARONS

STRATEGIC PLANS

PROGRAM PLANNING

GZARS

AIRCRAFT

DESTROYERS/  
AMPHIBS

SUBS

SUPPLY  
FORCES

NUCLEAR  
DETERRENCE

AIR  
STRIKE

SYSTEMS  
ANALYSIS

SEA  
CONTROL

ASW/ASMD

R & D

MANPOWER

INTELLIGENCE/  
COMMUNICATIONS

AMPHIB  
STRIKE

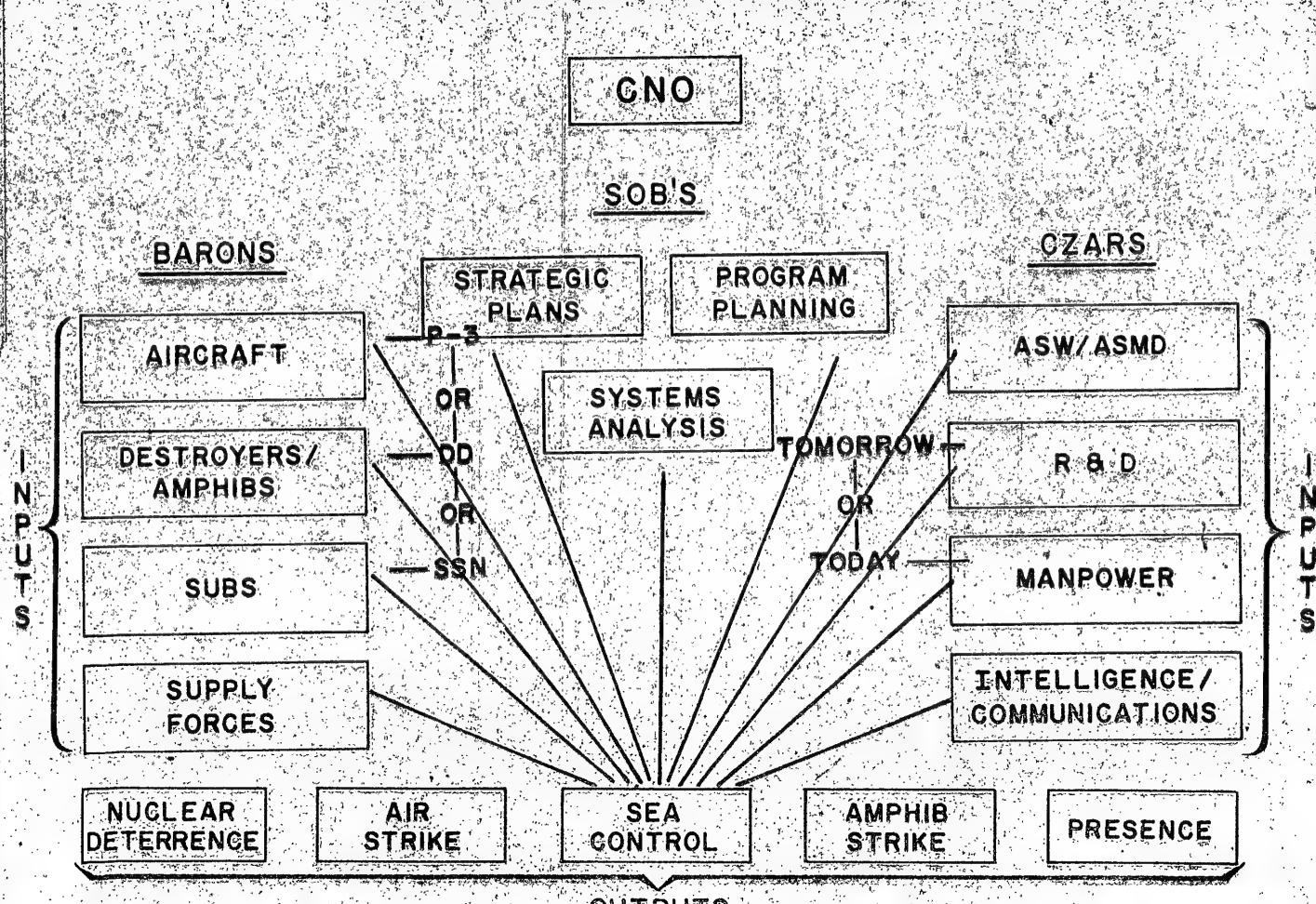
PRESENCE

INPUTS

INPUTS

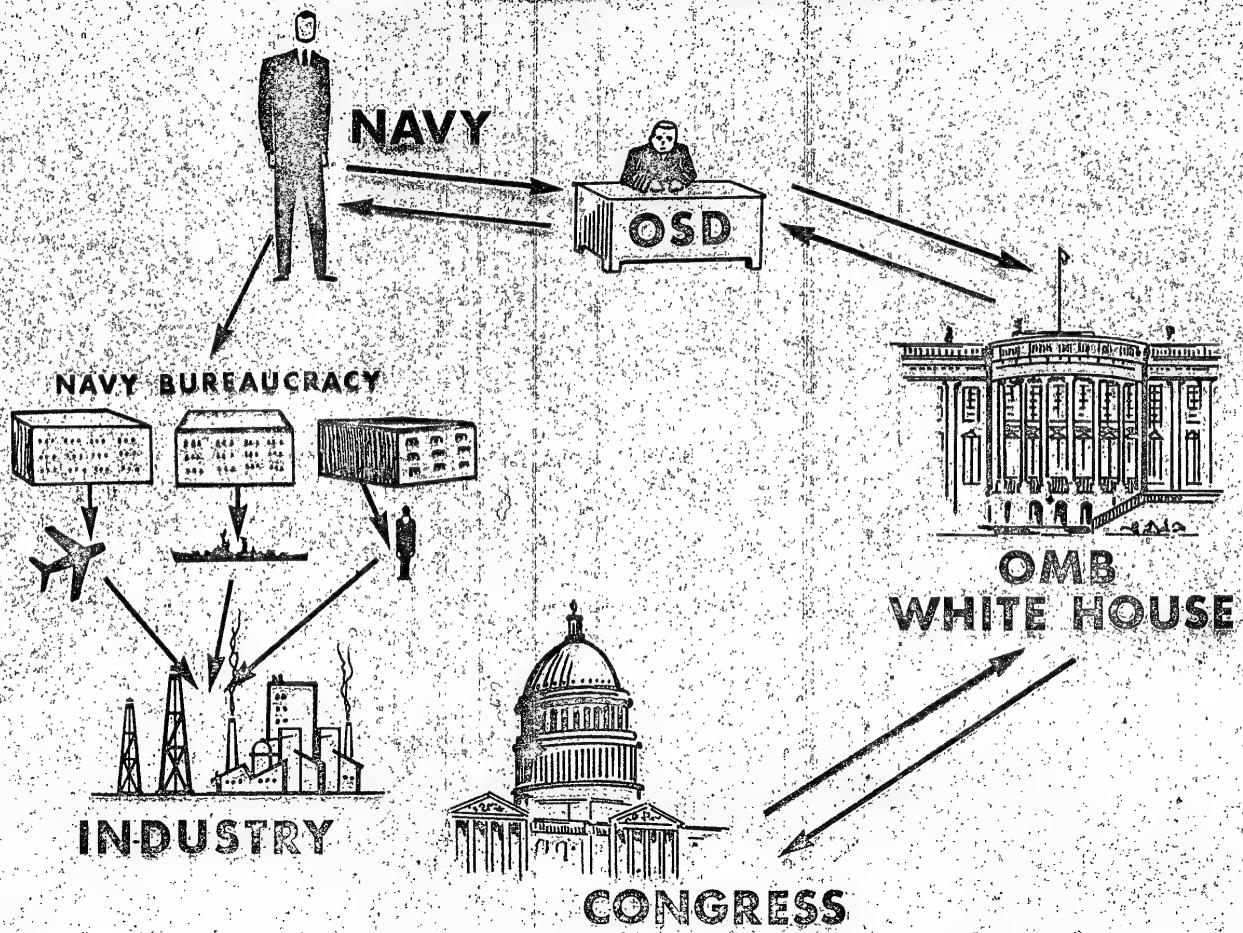
OUTPUTS

## OPNAV ORGANIZATION



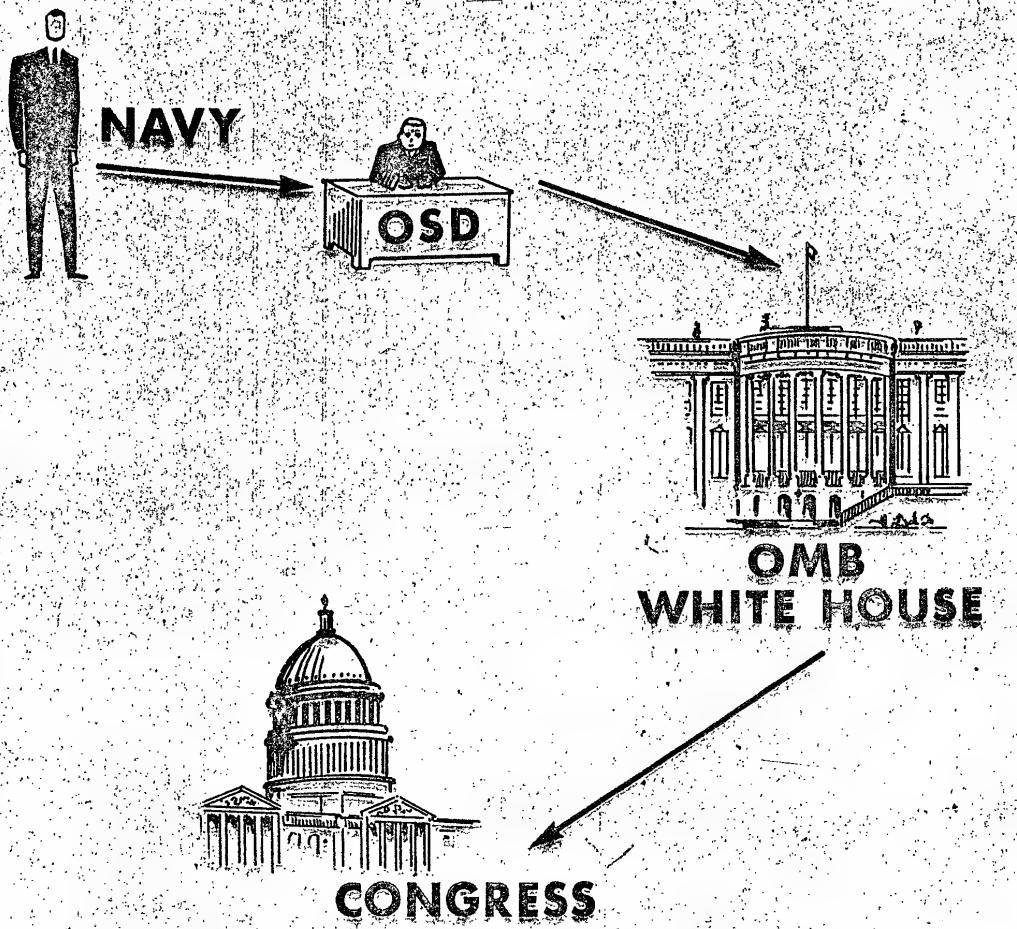
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## NAVY BUDGET FLOW



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## BUDGET FLOW





ANALYTIC TECHNIQUES TO WATCH

OBJECTIVES CORRECT  
ASSUMPTIONS STATED  
    ESPECIALLY THREAT  
SENSITIVITIES ILLUSTRATED  
ALTERNATIVES  
    COMPLETE  
    REALISTIC  
COMPOSITION OF ANALYSIS GROUP  
SPECIFIC/NUMERICAL ANSWERS  
CONCLUSIONS

## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

**A  
N  
A  
L  
Y  
S  
I  
S**

**ESTABLISH OBJECTIVES-OUTPUT  
UNCOVER ALTERNATIVES  
DETERMINE MEASUREMENT CRITERIA  
COMPARE COSTS  
COMPARE BENEFITS**

**"QUANTITATIVE  
ANALYSIS"  
&  
JUDGMENT**

**DECISION / RECOMMENDATION  
IMPLEMENTATION**

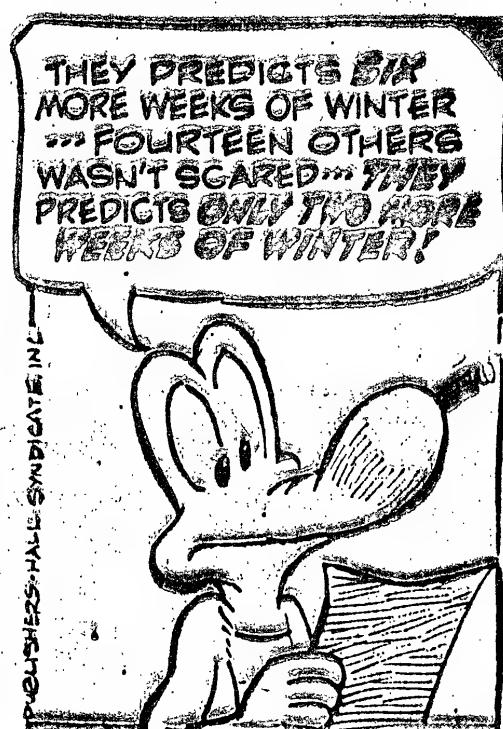
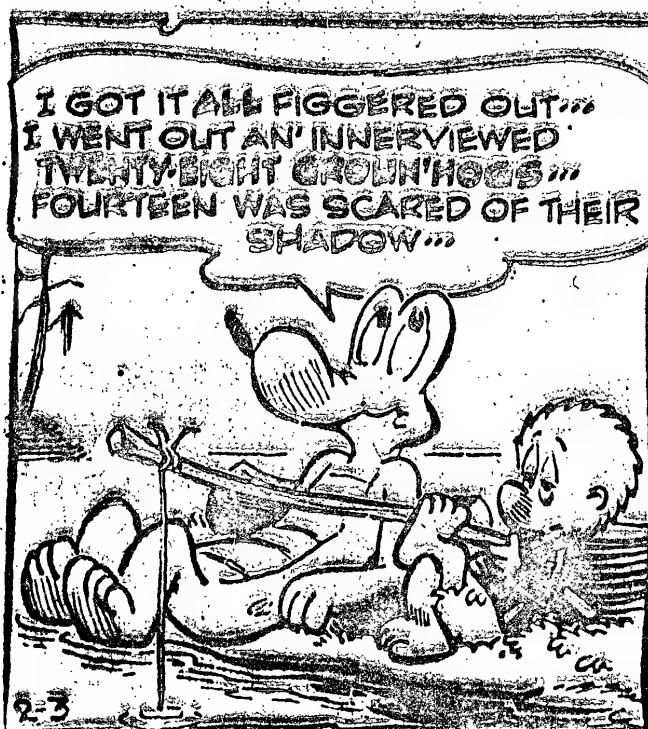
## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

**A  
N  
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I  
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UNCOVER ALTERNATIVES  
DETERMINE MEASUREMENT CRITERIA  
COMPARE COSTS  
COMPARE BENEFITS**

**DECISION / RECOMMENDATION  
IMPLEMENTATION**

Pogo



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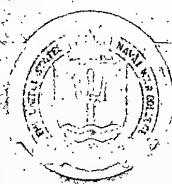


# **DEFENSE ECONOMICS OBJECTIVE**

**CONVEY A METHOD OF  
LOGICAL THINKING  
FOR MANAGERS**

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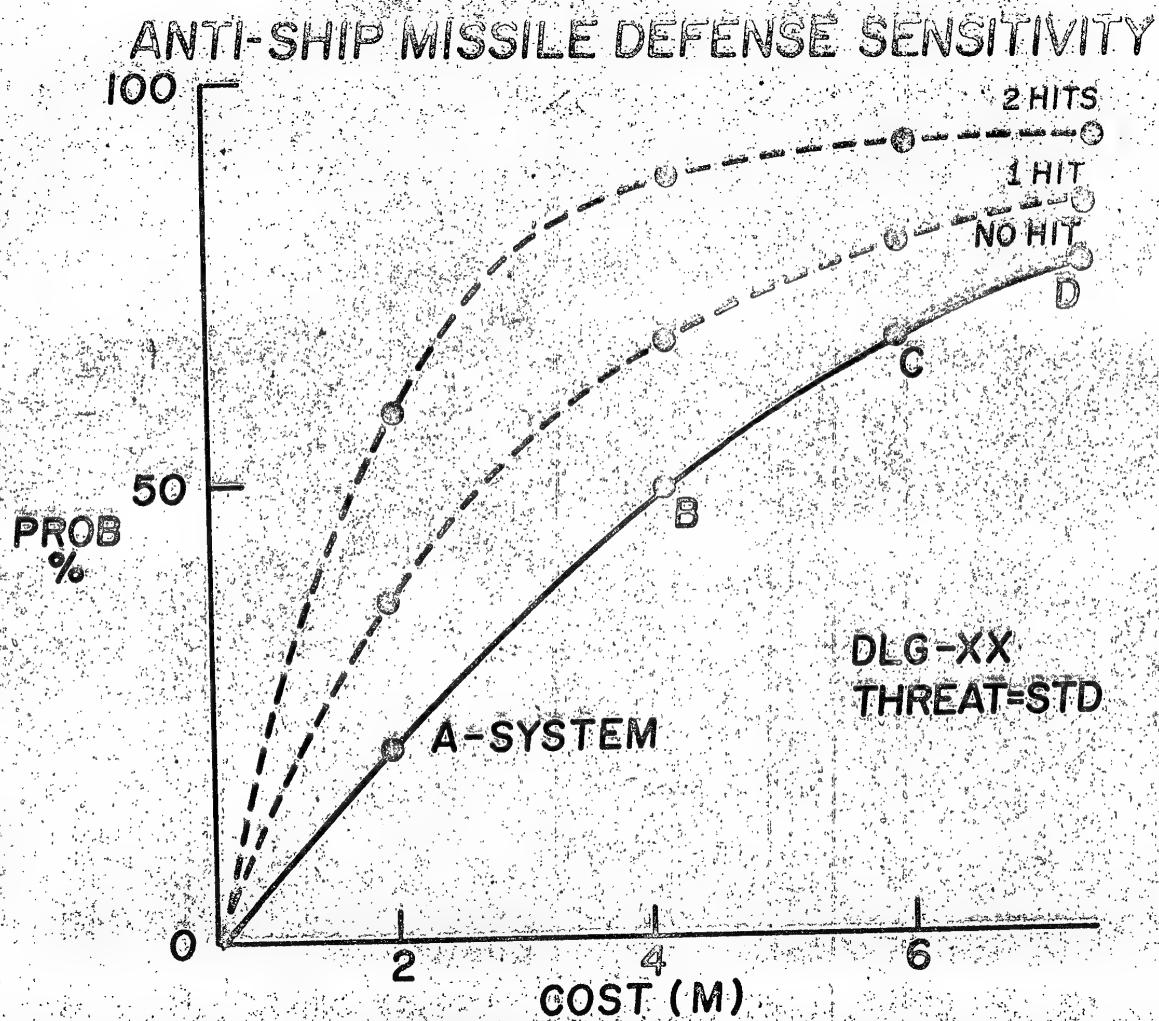


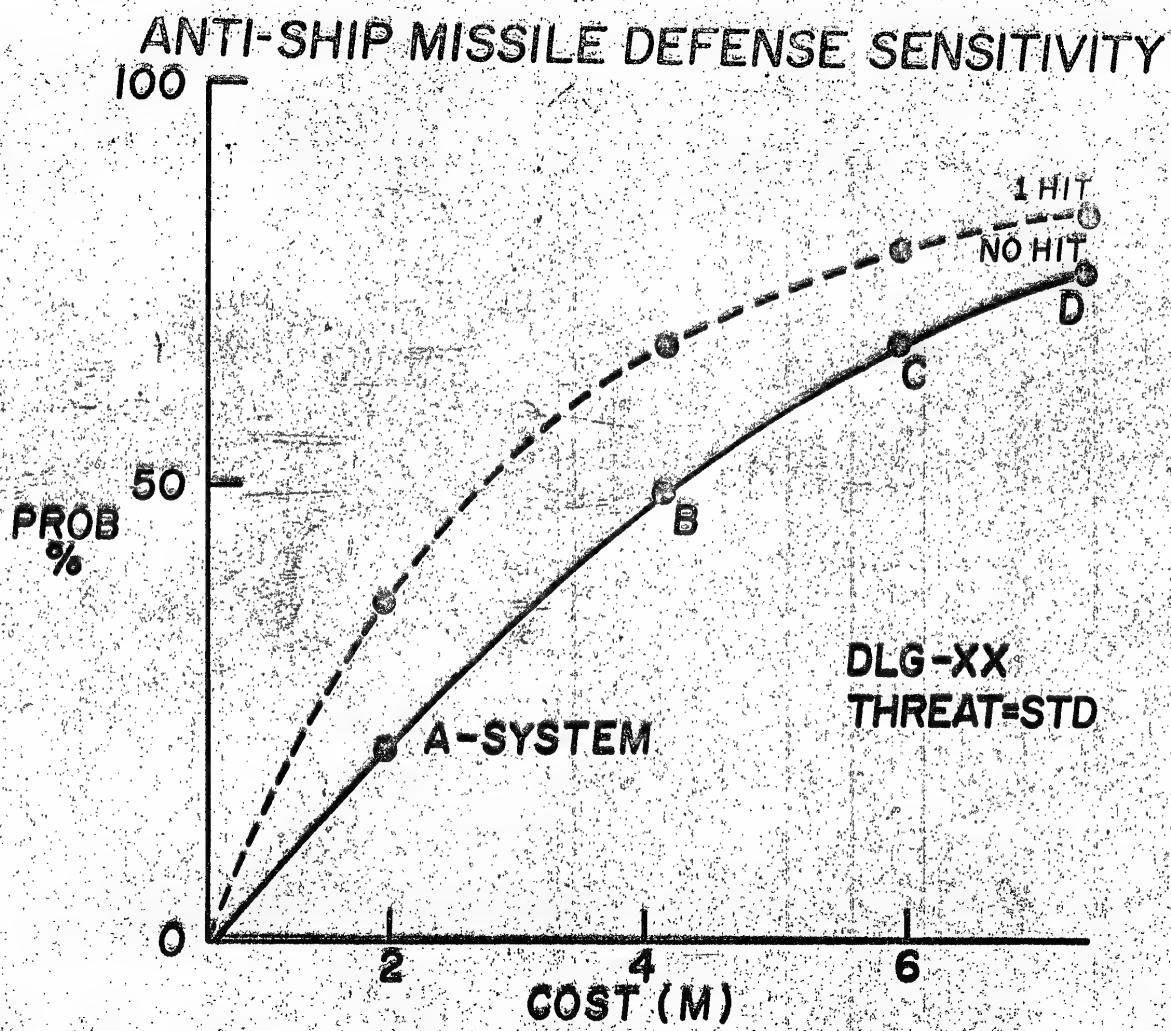
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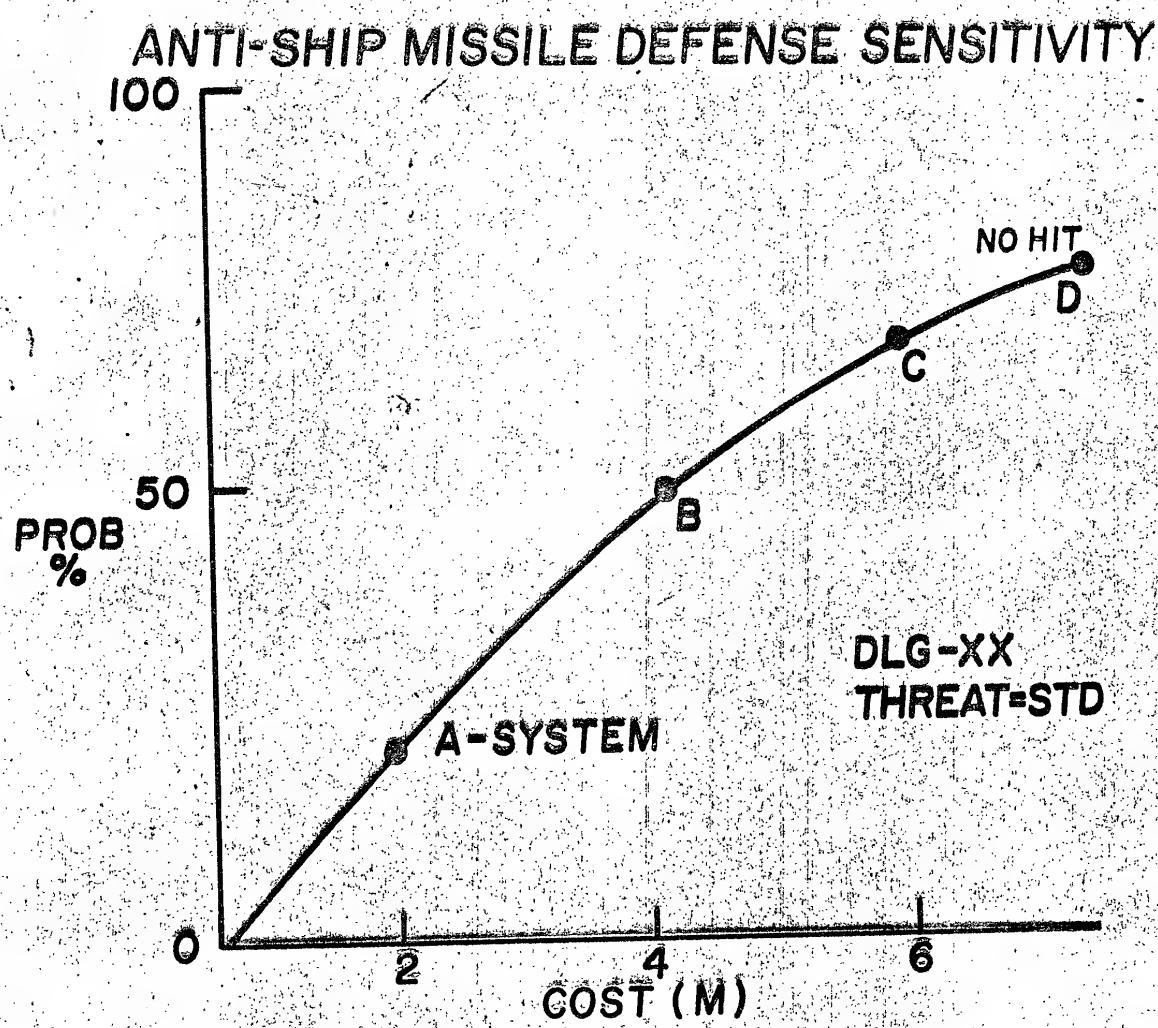
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100  
NAVIGATION ERROR

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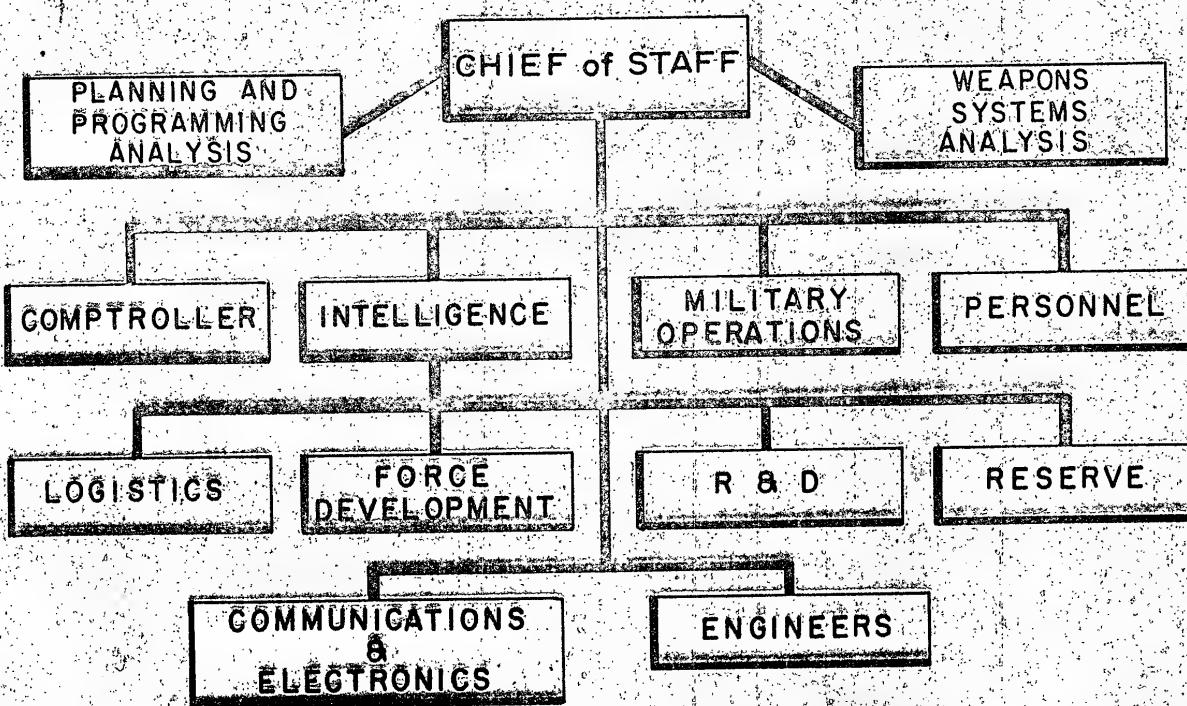






# U. S. NAVAL WAR COLLEGE

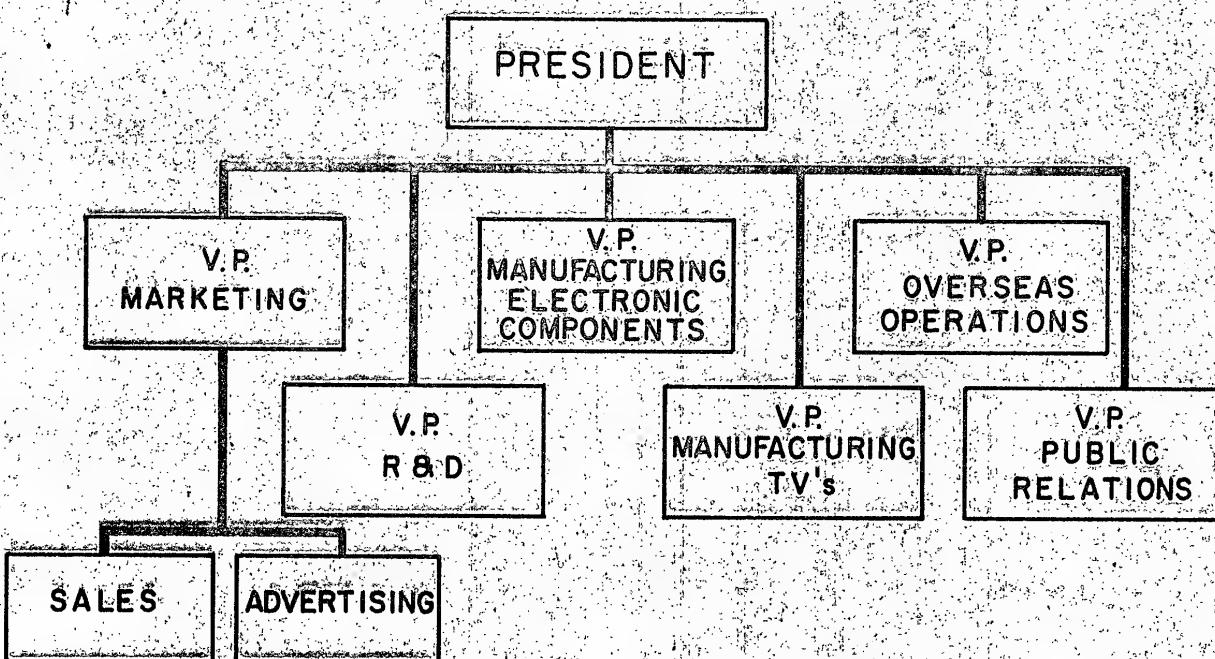
## ARMY HEADQUARTERS



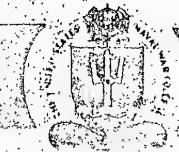


## U. S. NAVAL WAR COLLEGE

### TYPICAL CORPORATE ORGANIZATION



GA 73 - 49.3 2/12 ADM TURNER



# U. S. NAVAL WAR COLLEGE

TECHNIQUES TO WATCH

OBJECTIVES STATED

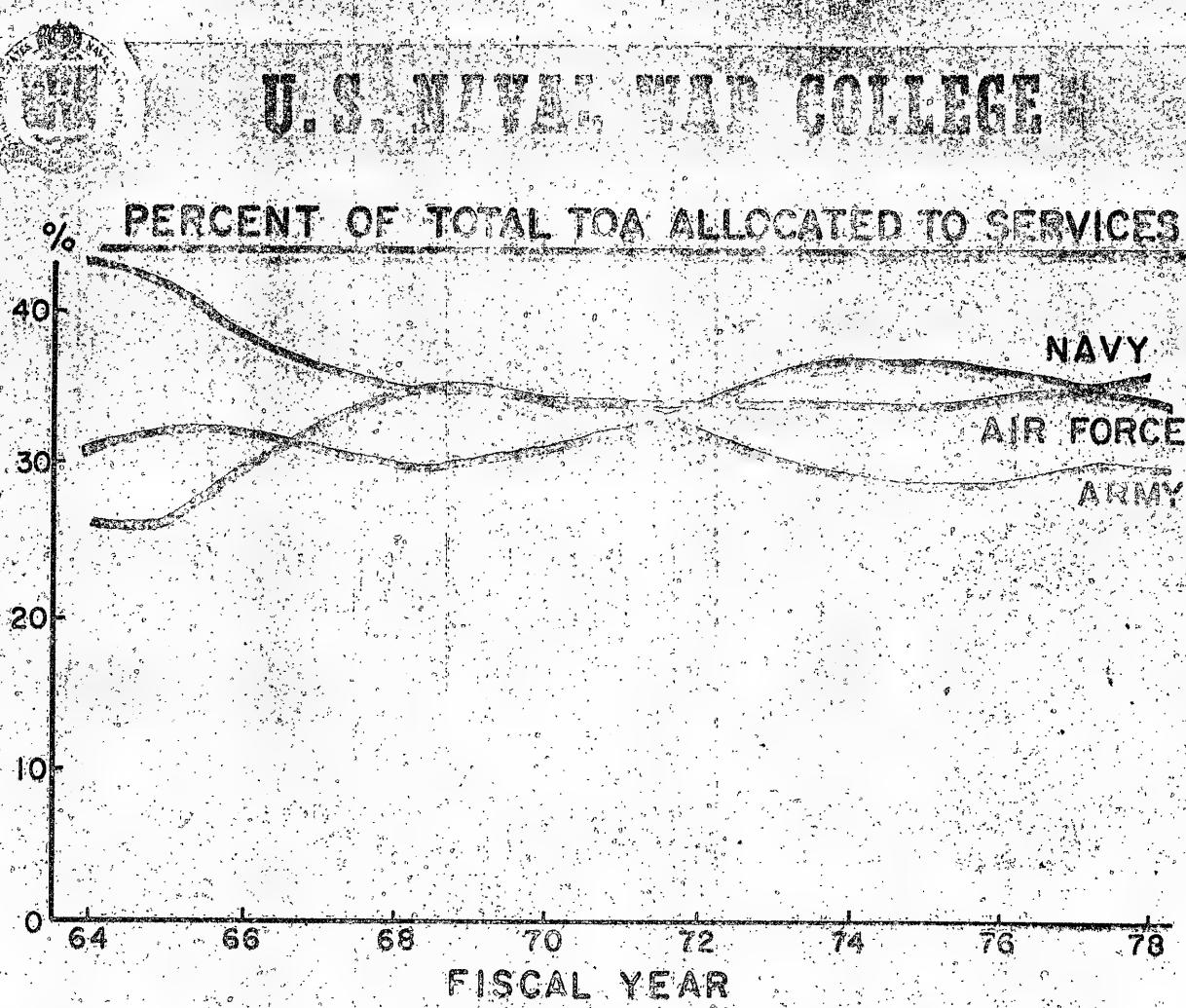
ASSUMPTIONS STATED.

ESPECIALLY THREAT

SENSITIVITY ILLUSTRATED

ALTERNATIVES SHOWN

CONCLUSIONS ?



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## NAVY BUDGETARY PROCESS

OSD

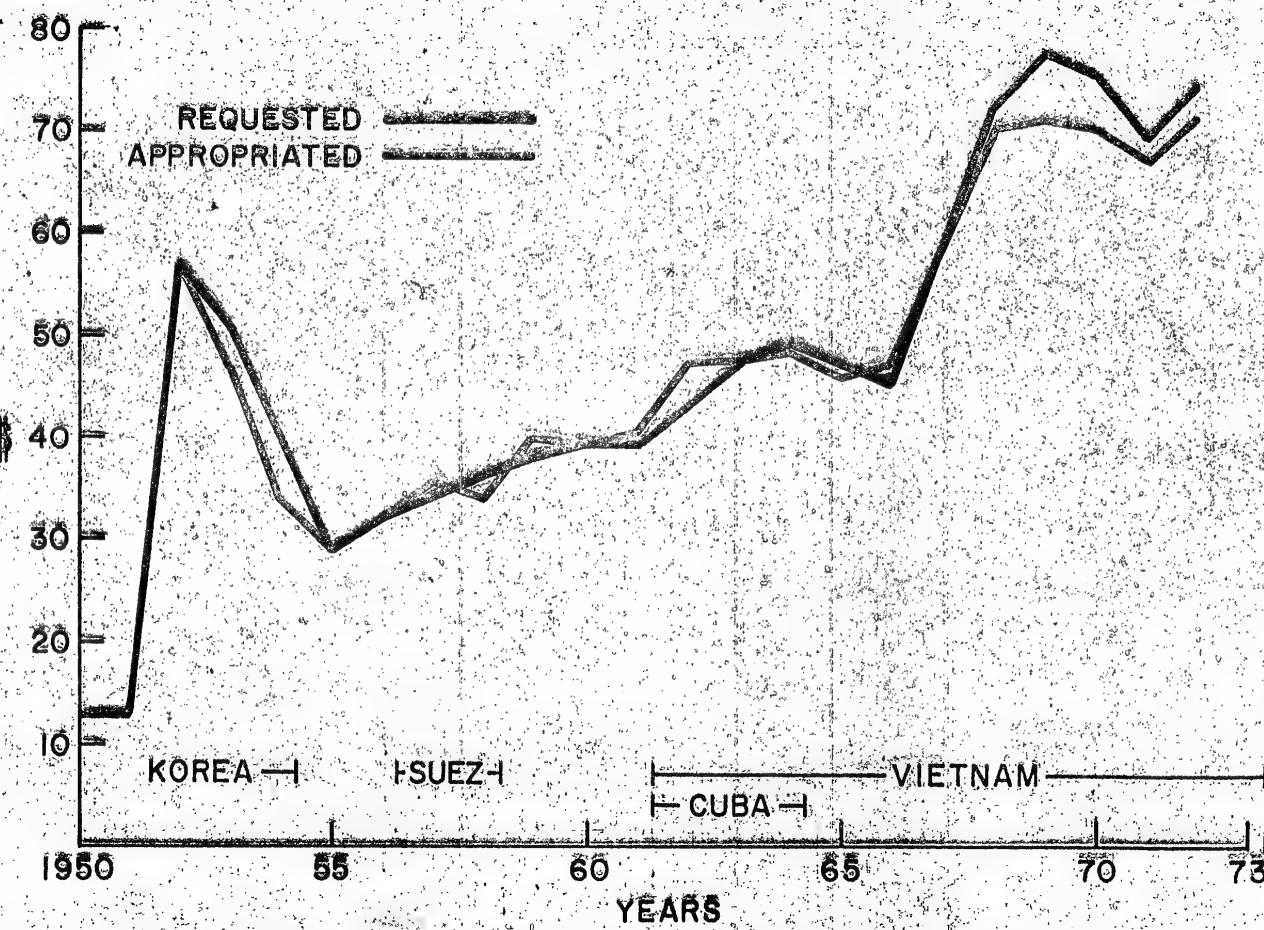
BILLION

NAVY

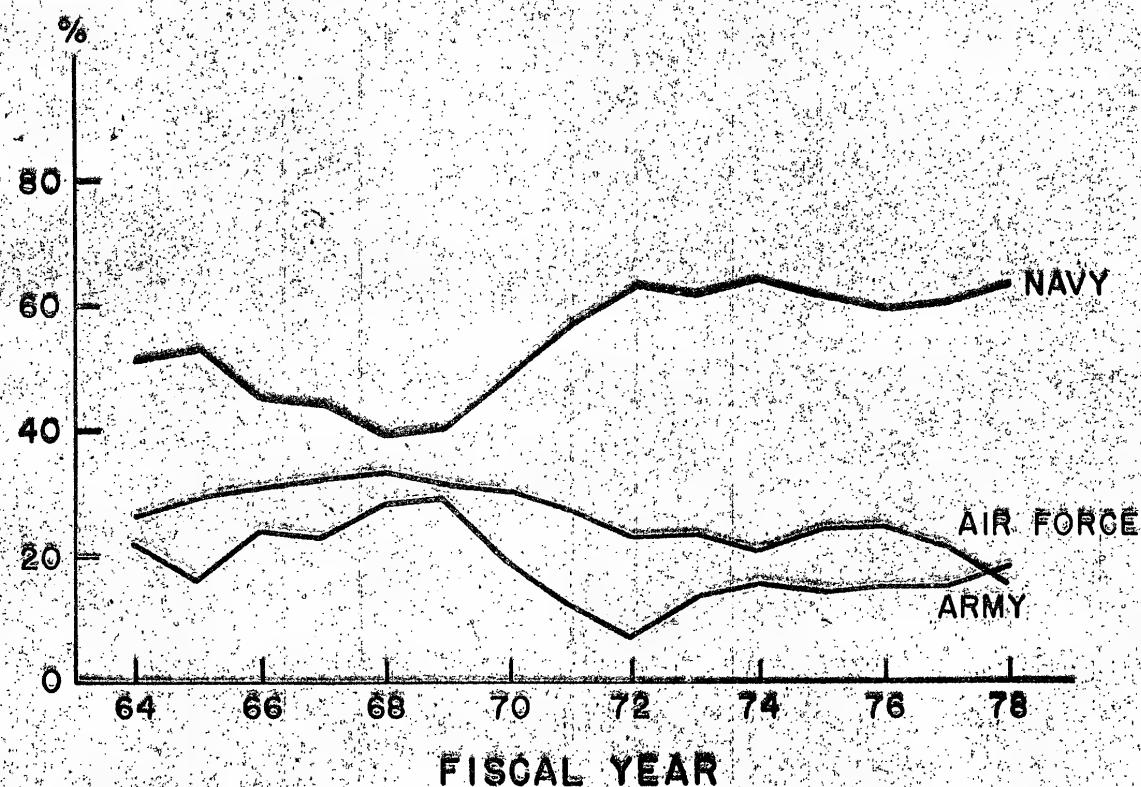
OSD

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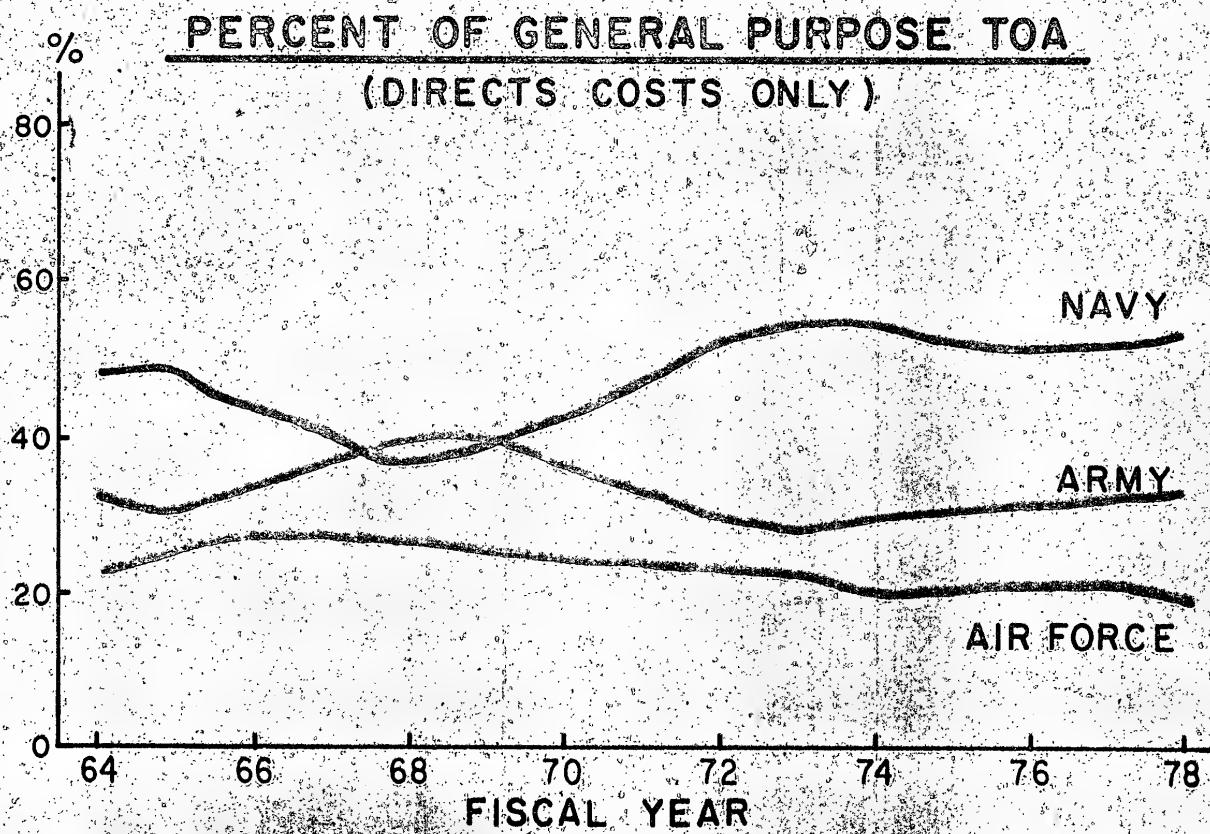
## DEFENSE APPROPRIATIONS (BILLIONS OF \$)



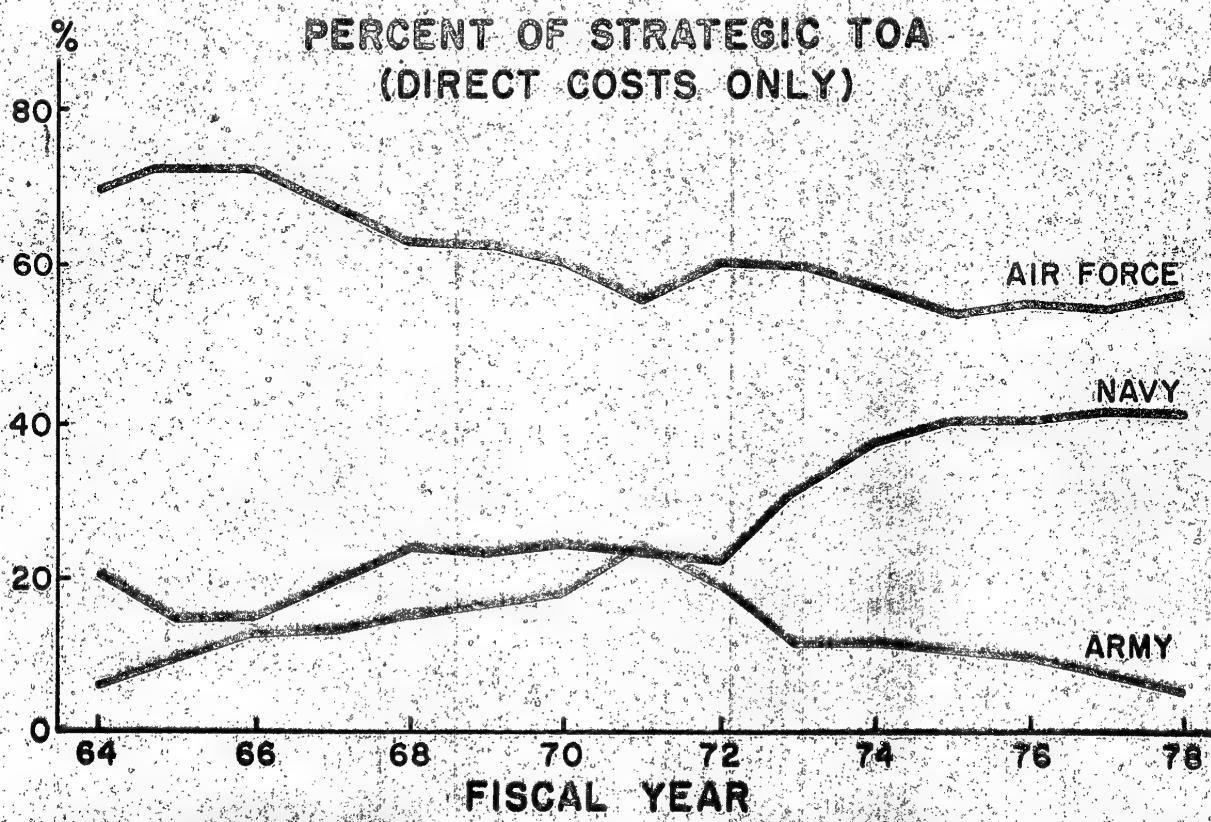
## PERCENT OF GENERAL PURPOSE INVESTMENT



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## U. S. NAVAL WAR COLLEGE

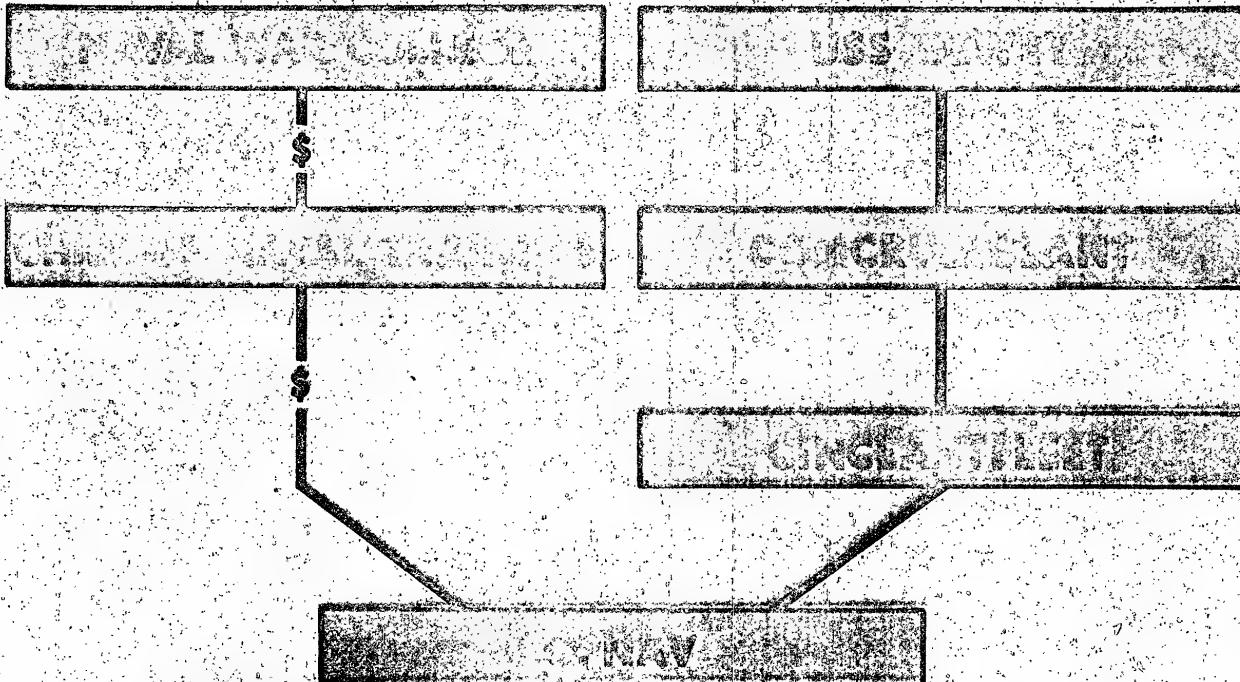
### ESSENTIAL CHARACTERISTICS OF ANALYSIS

CONCERNED WITH CHOICE  
SHOULD BE OPEN & EXPLICIT - EASILY CHECKED  
STARTS WITH OBJECTIVES - OUTPUTS  
CRITERIA FOR JUDGING  
UNCOVERS ALTERNATIVES  
COMPARES COSTS  
COMPARES BENEFITS  
HIGHLIGHTS JUDGMENTS NEEDED

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# NAVY BUDGET: ORIGIN'S



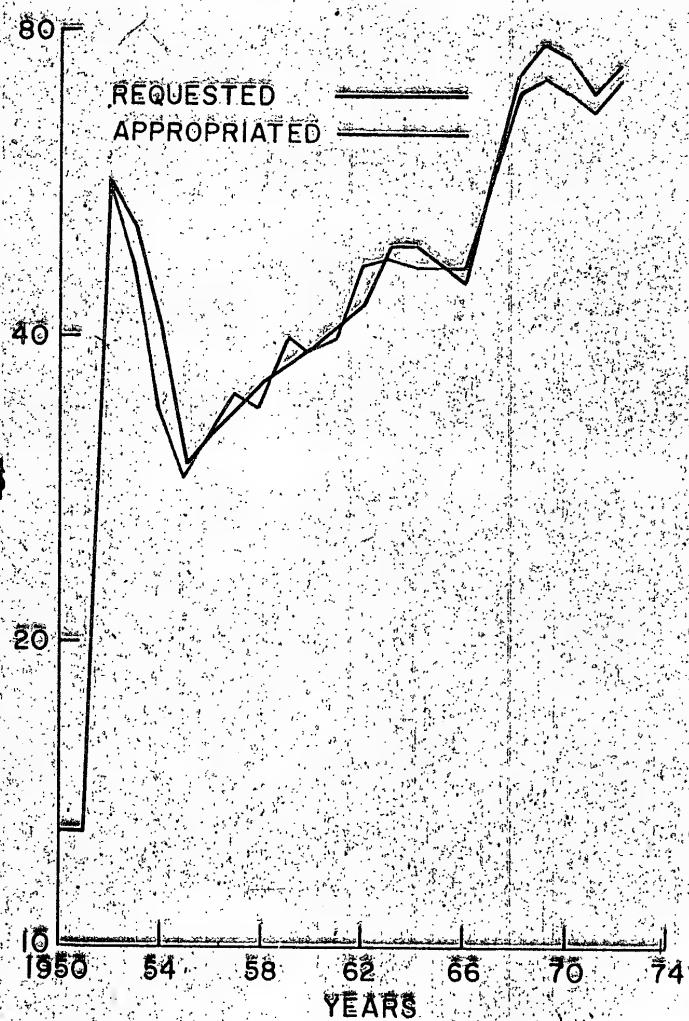
GA73-43.

Approved For Release 2005-07-15 : NARA

12/6/73

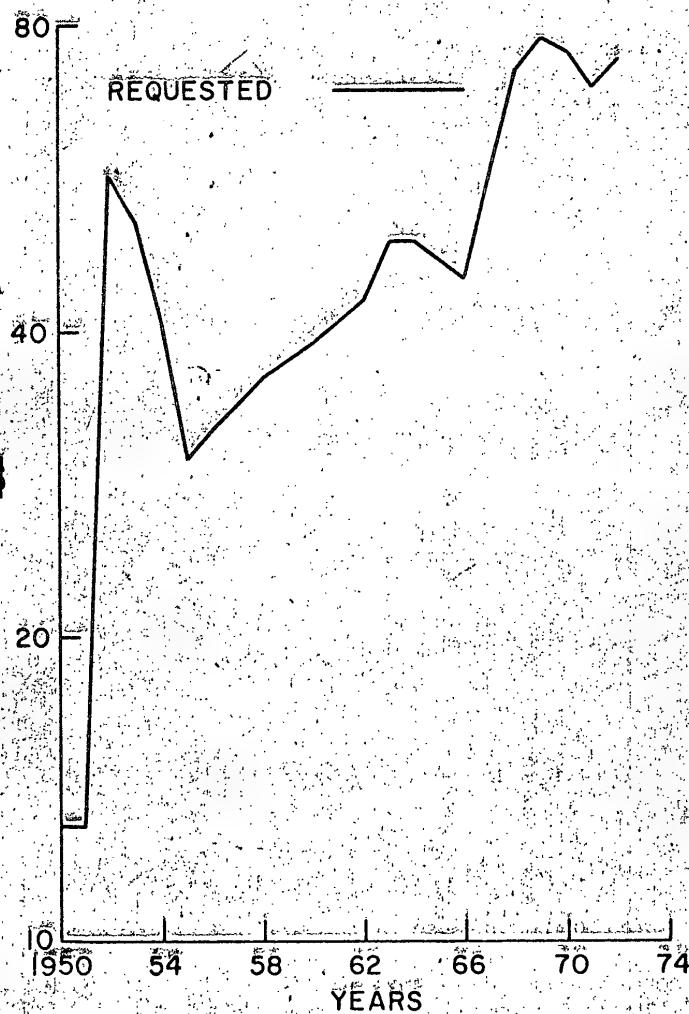
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### DEFENSE APPROPRIATIONS BILLIONS OF DOLLARS



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## DEFENSE APPROPRIATIONS BILLIONS OF DOLLARS



GA73-47.3

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VADM TURNER

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ANALYSIS IN SUPPORT OF DECISION MAKING  
(DECISION MAKING PROCESS)

DECISION  
PROCESS

UNCERTAINTY

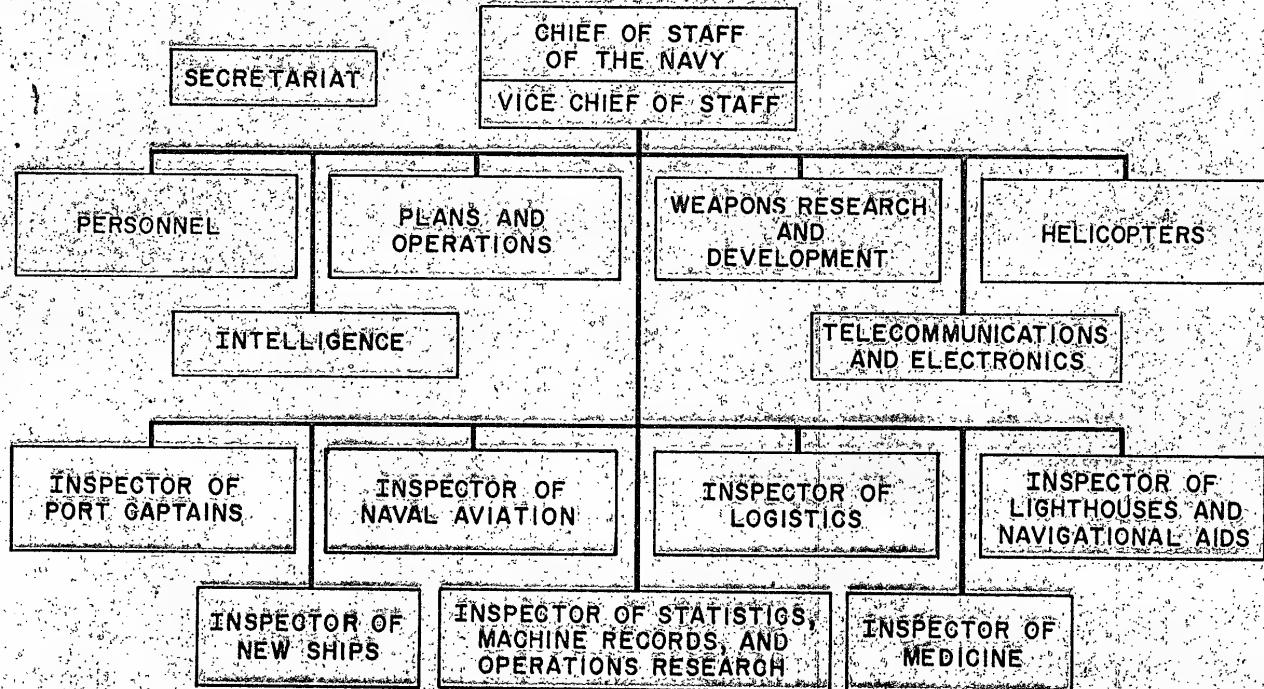
COMPARISON OF  
COSTS &  
BENEFITS

- OBJ
- CRITERIA
- ALTERNATIVES

- ANALYSIS
- MODELS
- TECHNIQUES
- SIMULATION



## ORGANIZATION OF ITALIAN NAVAL STAFF





## QUANTITATIVE BENEFIT ANALYSIS

	MEN SEA	MEN SHORE	DEPENDENTS	Avg CHAPEL ATTENDENCE	WEEKLY CALL'S ON & BY	INDEX
WEIGHT						
DIST:						
1	300	600	1300	200	25	
2	0	75	100	45	20	
3	200	100	450	300	10	
4	250	300	750	250	57	
5	100	250	400	150	31	



## QUANTITATIVE BENEFIT ANALYSIS

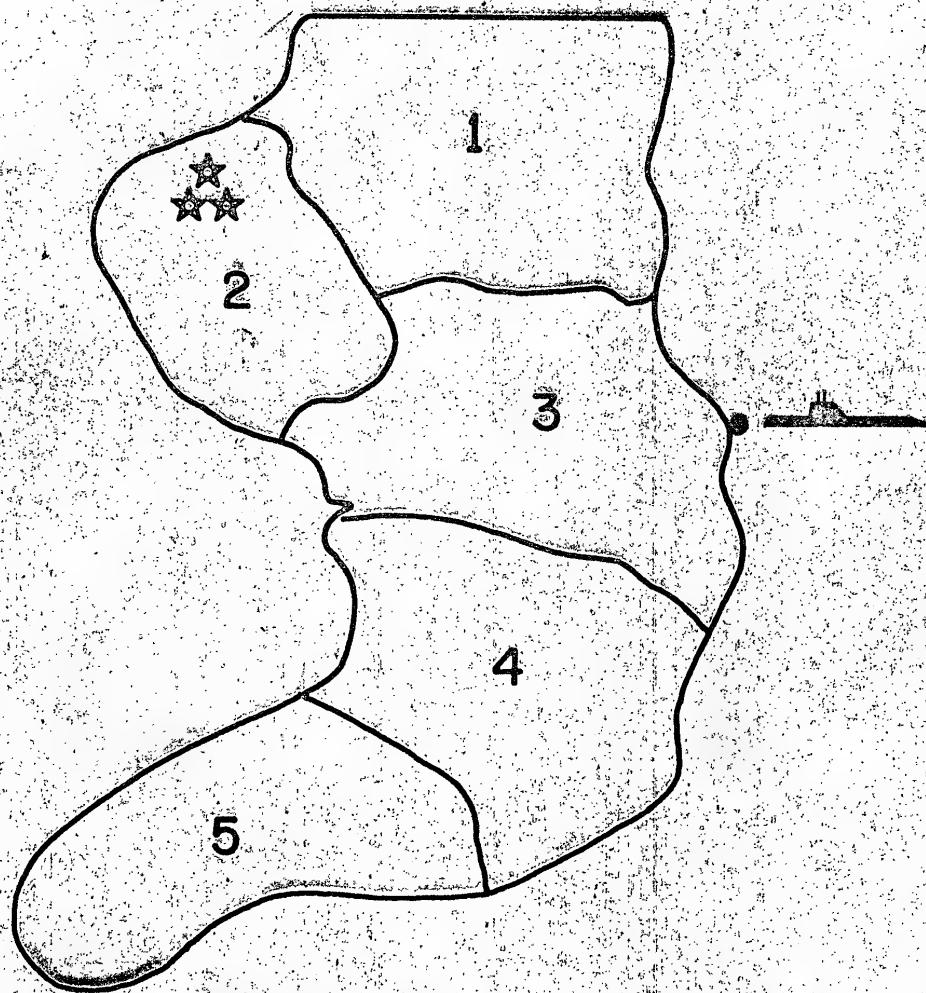
	MEN SEA	MEN SHORE	DEPENDENTS	Avg CHAPEL ATTENDENCE	WEEKLY CALLS ON & BY	INDEX
WEIGHT	3	2	1	4	5	
DIST:						
1	300	600	1300	200	25	*4325
2	0	75	100	45	20	530
3	200	100	450	300	10	*2500
4	250	300	750	250	57	*3385
5	100	250	400	150	31	2355

## QUANTITATIVE BENEFIT ANALYSIS

	MEN SEA	MEN SHORE	DEPENDENTS	Avg. CHAPEL ATTENDENCE	WEEKLY CALLS ON & BY	INDEX
WEIGHT	3	2	1	4	5	
DIST.	2	3	1	0	0	
1	300	600	1300	200	25	*4325 3700*
2	0	75	100	45	20	530 325
3	200	100	450	300	10	*2500 1150
4	250	300	750	250	57	*3385 2150*
5	100	250	400	150	31	2355 1350*

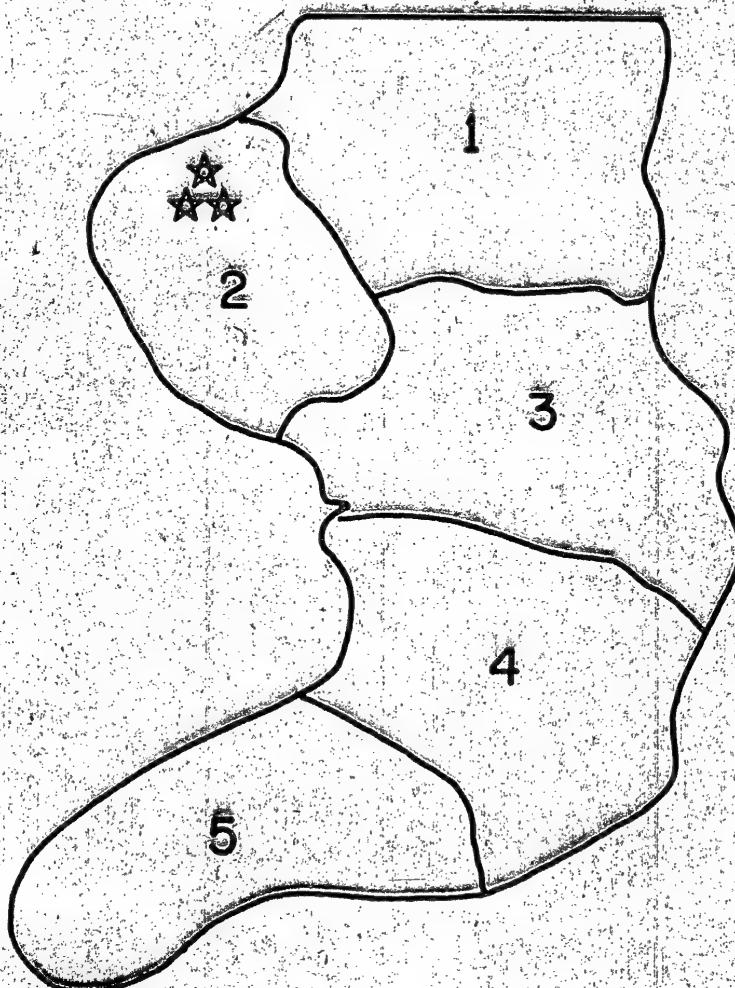
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# CHAPLAIN REGION I



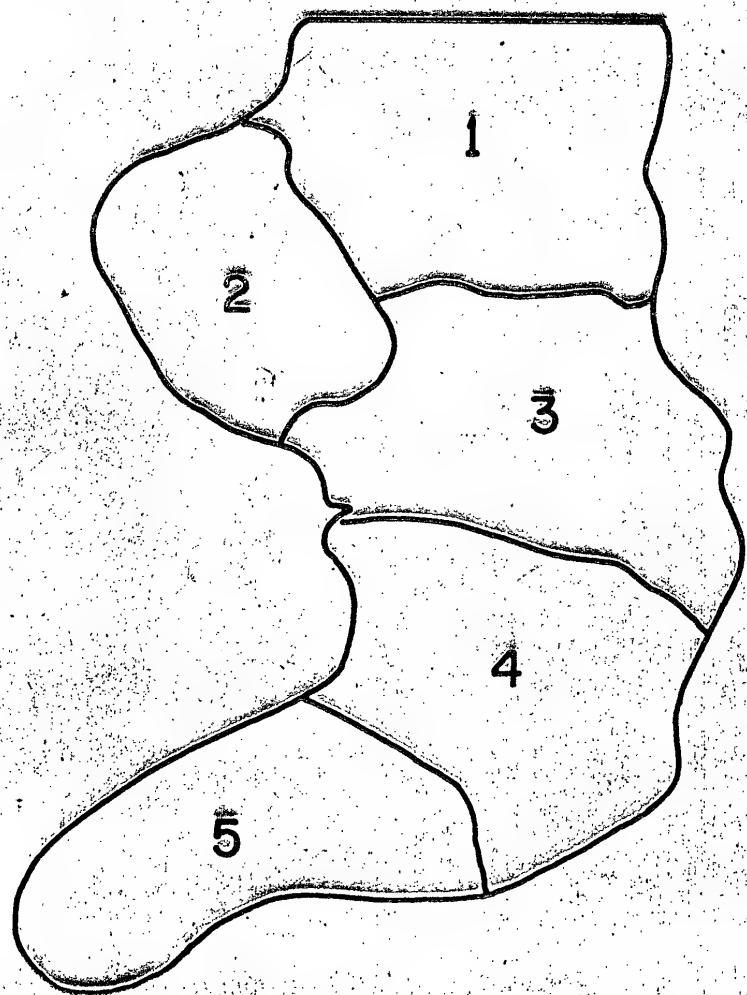
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# CHAPLAIN REGION I



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# CHAPLAIN REGION I



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## APPROPRIATIONS - PROGRAMS

MANPOWER (MPN)

SEA CONTROL

AIRCRAFT (APN)

AIR STRIKE

WEAPONS (WPN)

AMPHIB STRIKE

OPERATIONS (O&MN)

PRESENCE

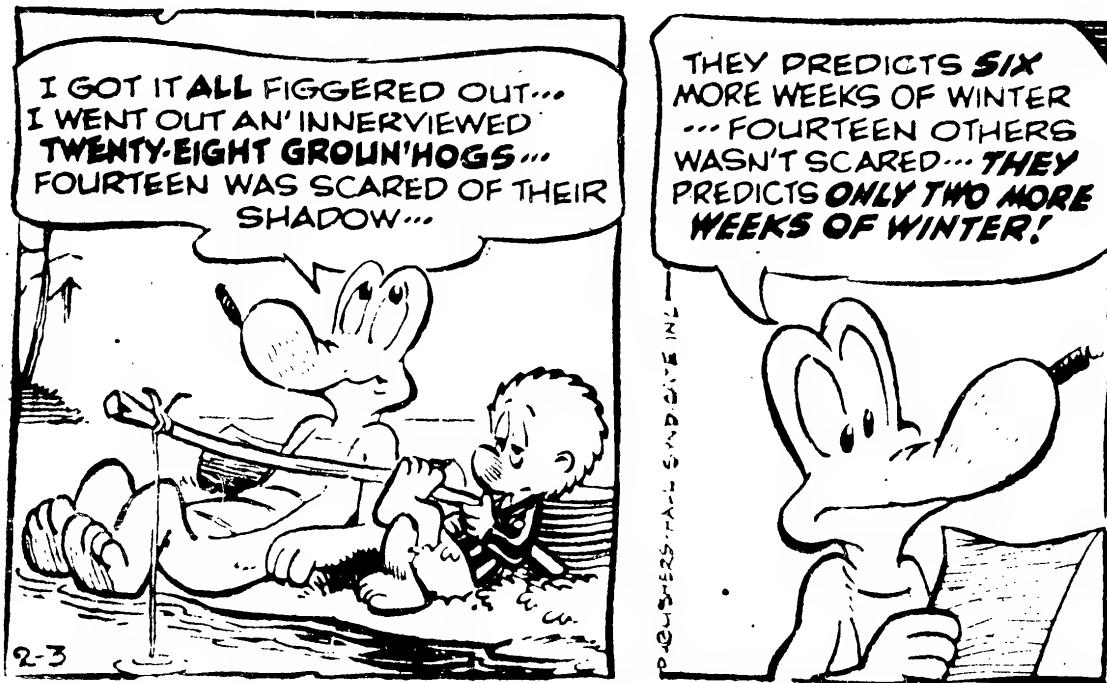
CONSTRUCTION (MCON)

NUCLEAR DEFERENCE

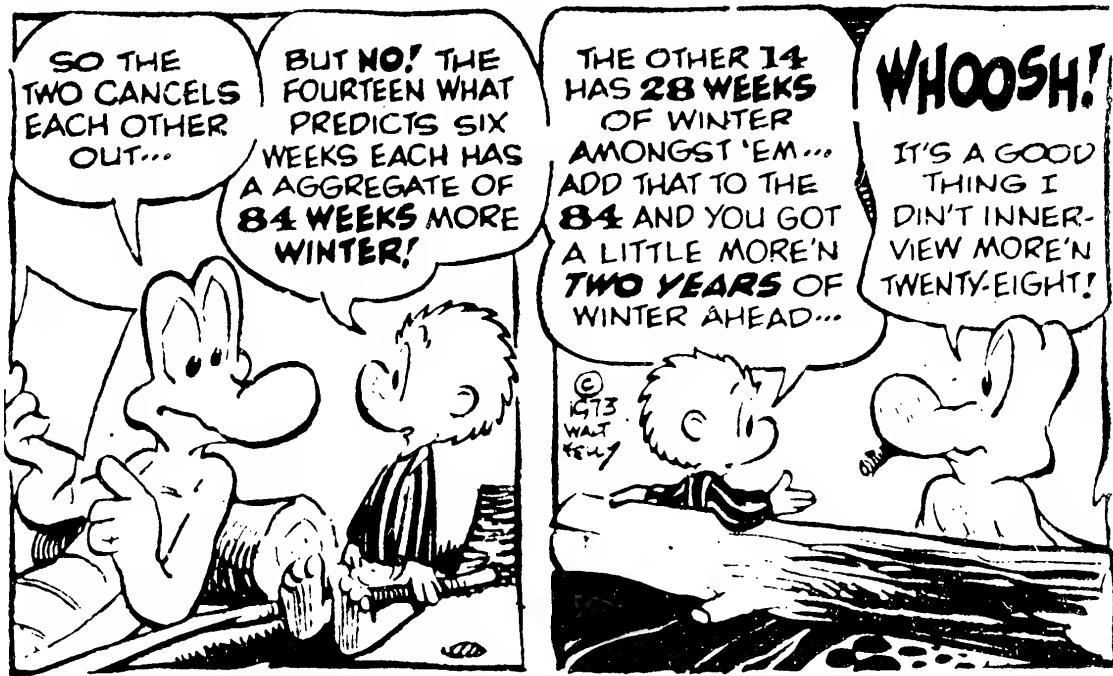
SHIPS (SCN)

APPROPRIATIONS - PROGRAMS  
↓  
MANPOWER (MPN) ————— SEA CONTROL  
AIRCRAFT (APN) ————— AIR STRIKE  
WEAPONS (WPN) ————— AMPHIB STRIKE  
OPERATIONS (O&MN) ————— PRESENCE  
CONSTRUCTION (MCON) ————— NUCLEAR DEFERENCE  
SHIPS (SCN)

## Pogo



By Walt Kelly



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## **MANAGEMENT COURSE OBJECTIVE**

**CONVEY A METHOD OF  
LOGICAL THINKING  
FOR MANAGERS**

## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

**A  
N  
A  
L  
Y  
S  
I  
S**

**ESTABLISH OBJECTIVES-OUTPUTS  
SETTLE ON CRITERIA  
UNCOVER ALTERNATIVES  
COMPARE COSTS  
COMPARE BENEFITS**

**"QUANTITATIVE  
ANALYSIS"  
a  
JUDGEMENT**

**DECISION/RECOMMENDATION  
IMPLEMENTATION**

## QUANTIFICATION OF COSTS

ITEMS TO INCLUDE ?

SUPPORT

R & D

TIME TO COVER ?

LIFE EXPECTANCY ?

WHICH ESTIMATES ?

CONTRACTOR

SERVICE

CAPABILITY ?

MULTI-PURPOSE SYSTEMS

NON-DOLLAR COSTS

GA73-49.I 2/12/73 VADM TURNER

QUANTIFICATION OF BENEFITS  
BASIC APPROACHES

CIVILIANS - HYPOTHETICAL FUTURES  
ANALYSIS

MILITARY - PAST EXPERIENCE - INTUITION  
HUMAN FACTORS  
UNPREDICTABLE FACTORS

PROBLEMS

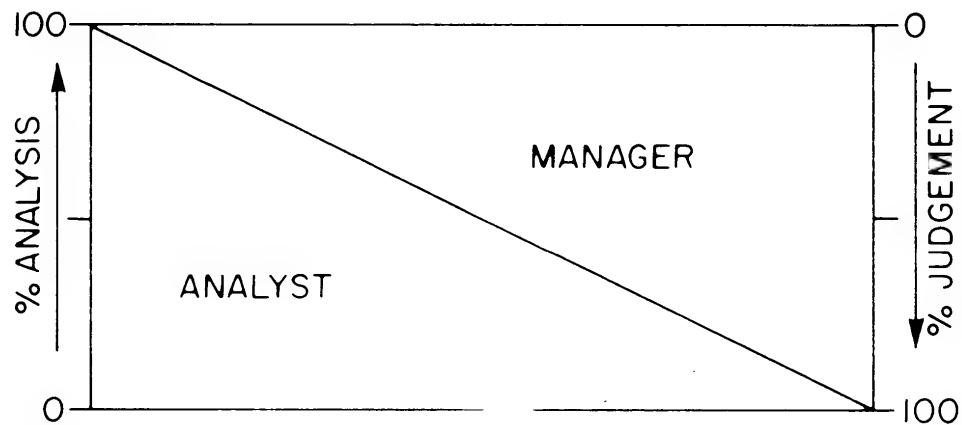
PAY OFFS ?  
INCOMMENSURABLES -  
HUMAN LIFE  
SPEED  
PSYCHOLOGICAL IMPACT

## ANALYTIC TECHNIQUES TO WATCH

OBJECTIVES CORRECT  
ASSUMPTIONS STATED  
    ESPECIALLY THREAT  
SENSITIVITIES ILLUSTRATED  
ALTERNATIVES  
    COMPLETE  
    REALISTIC  
COMPOSITION OF ANALYSIS GROUP  
SPECIFIC/NUMERICAL ANSWERS  
CONCLUSIONS                   }  
RECOMMENDATIONS                 } OFFERED?

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## MANAGEMENT PROCESS

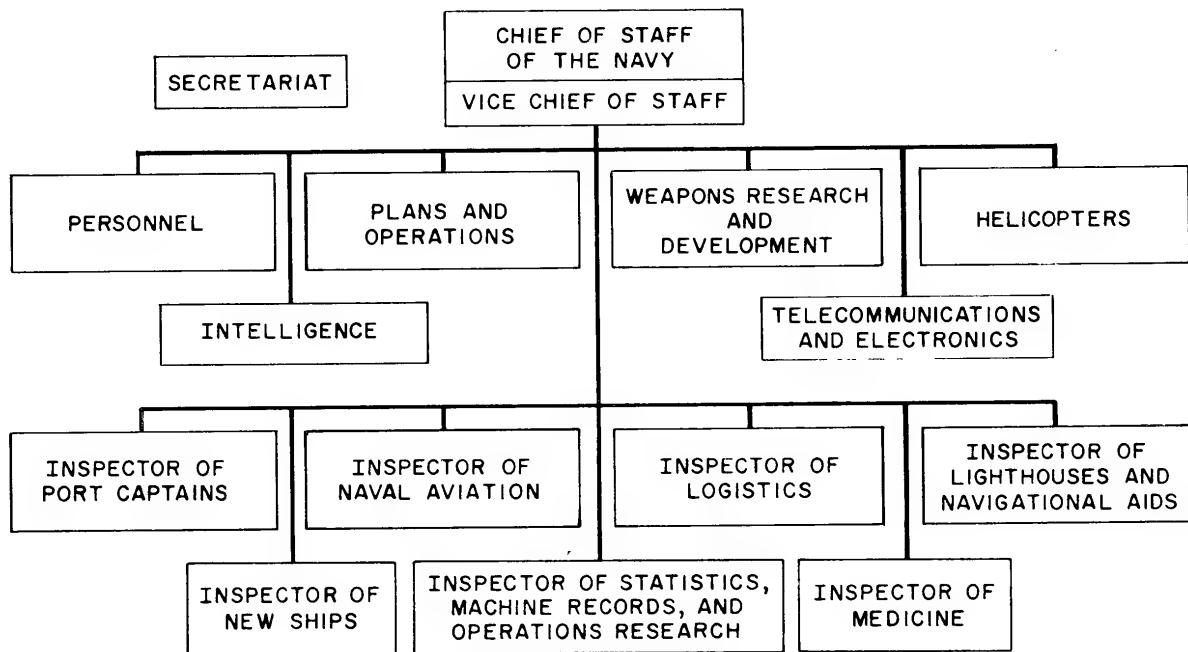


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### ORGANIZATION OF ITALIAN NAVAL STAFF

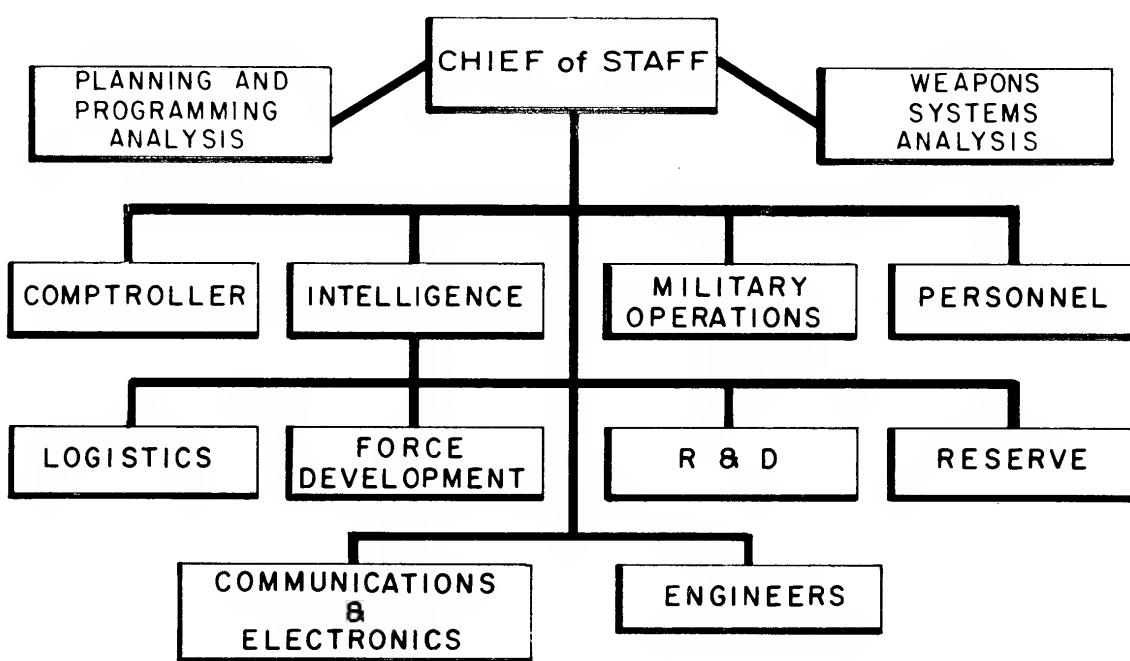


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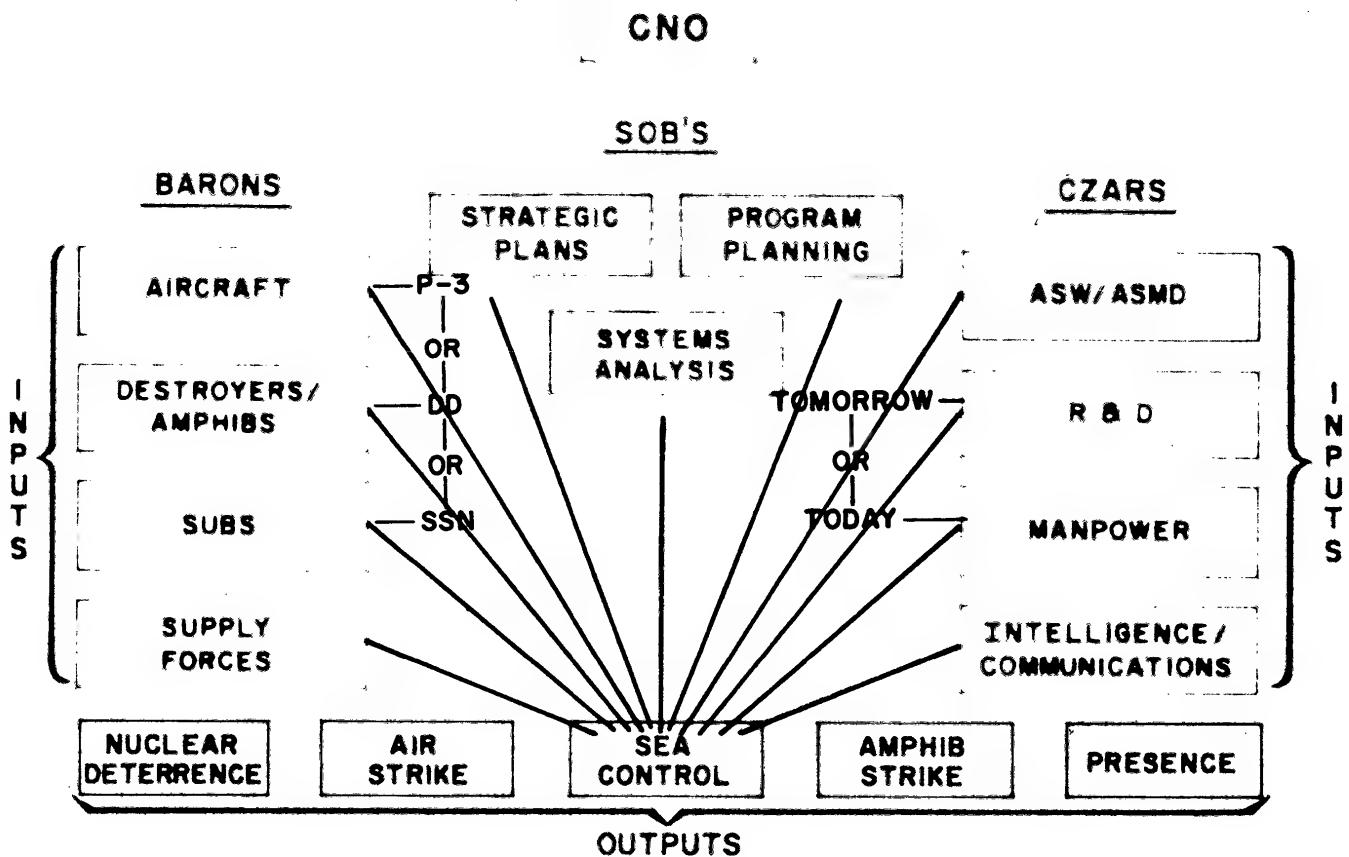
## ARMY HEADQUARTERS



GA 73 - 474 2/8 ADM TURNER

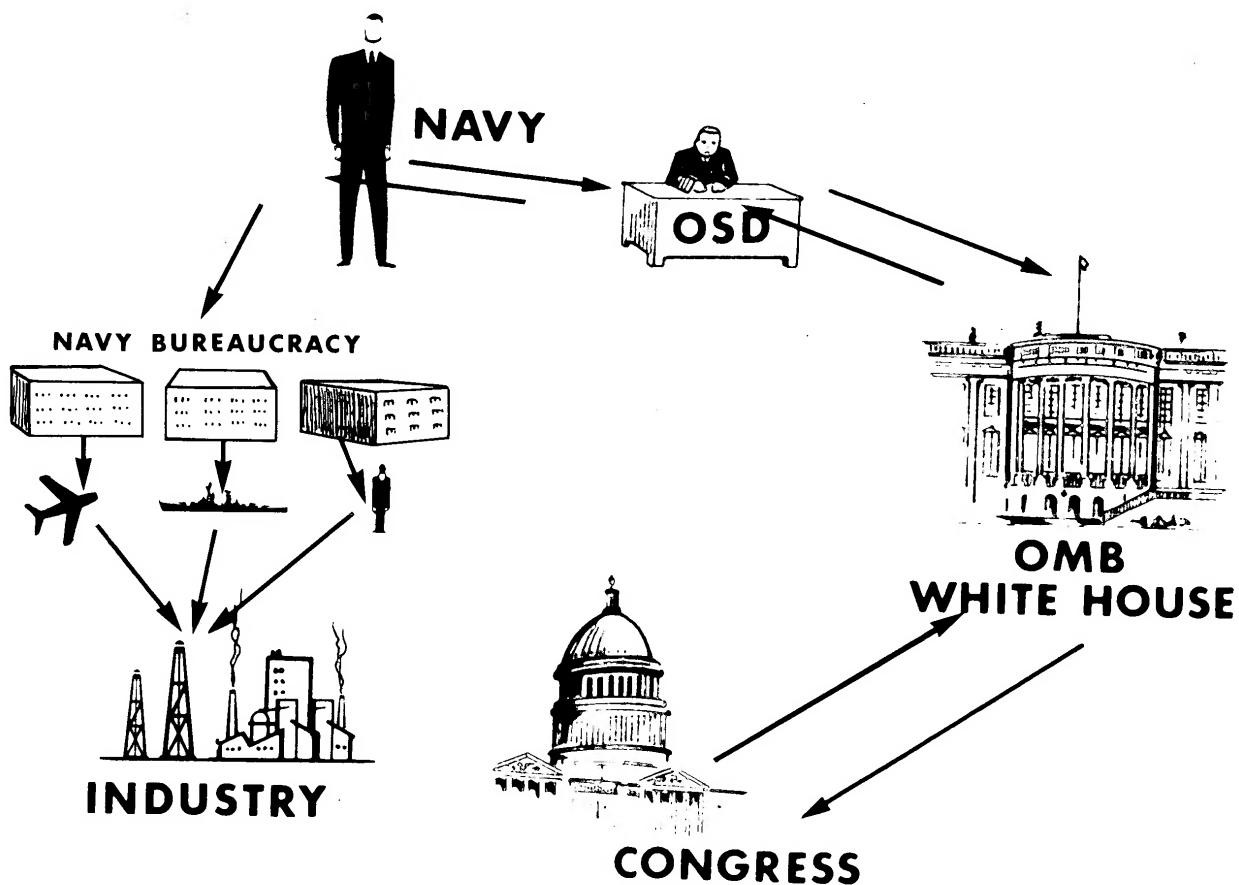
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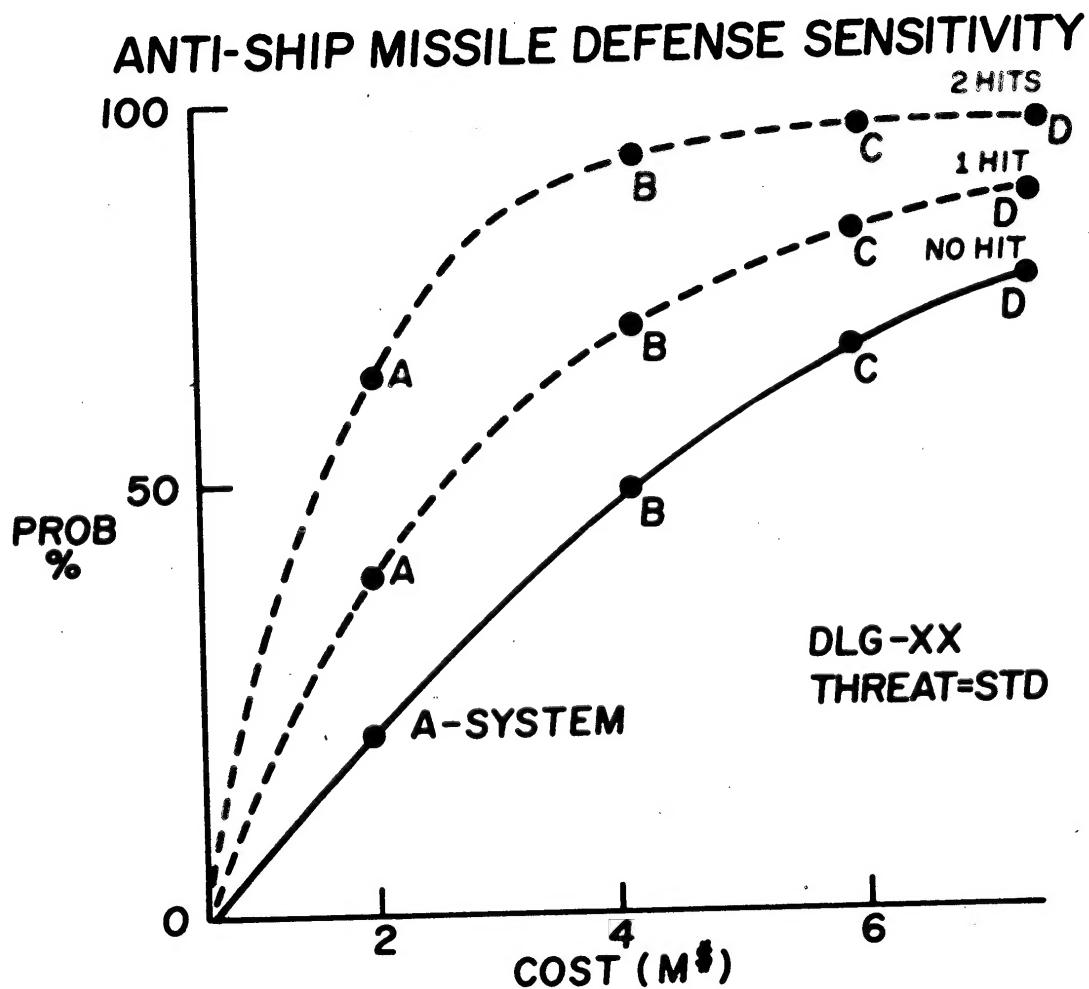
## OPNAV ORGANIZATION



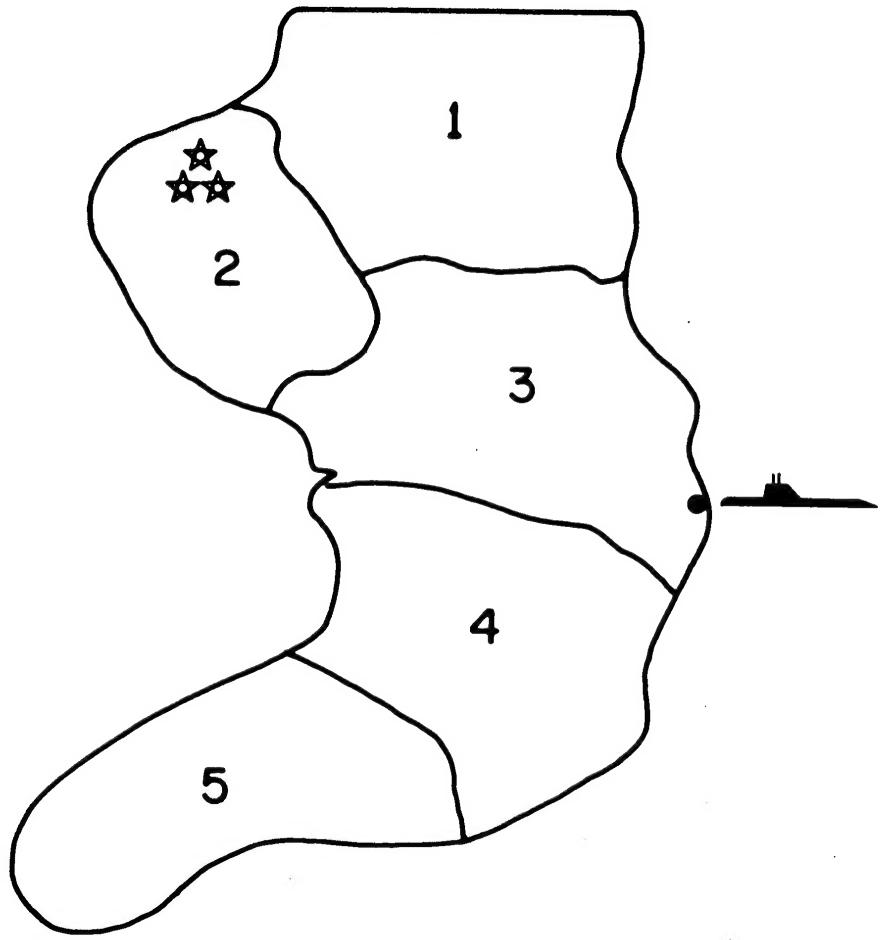
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## NAVY **BUDGET FLOW**





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**CHAPLAIN REGION I**



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## QUANTITATIVE BENEFIT ANALYSIS

	MEN SEA	MEN SHORE	DEPENDENTS	Avg CHAPEL ATTENDENCE	WEEKLY CALLS ON & BY	INDEX
WEIGHT	3	2	1	4	5	
DIST	2	3	1	0	0	
1	300	600	1300	200	25	*4325 3700*
2	0	75	100	45	20	530 325
3	200	100	450	300	10	*2500 1150
4	250	300	750	250	57	*3385 2150*
5	100	250	400	150	31	2355 1350*